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U.S. ARMY RECRUITING and CAREER COUNSELING

journal

JULY 1976

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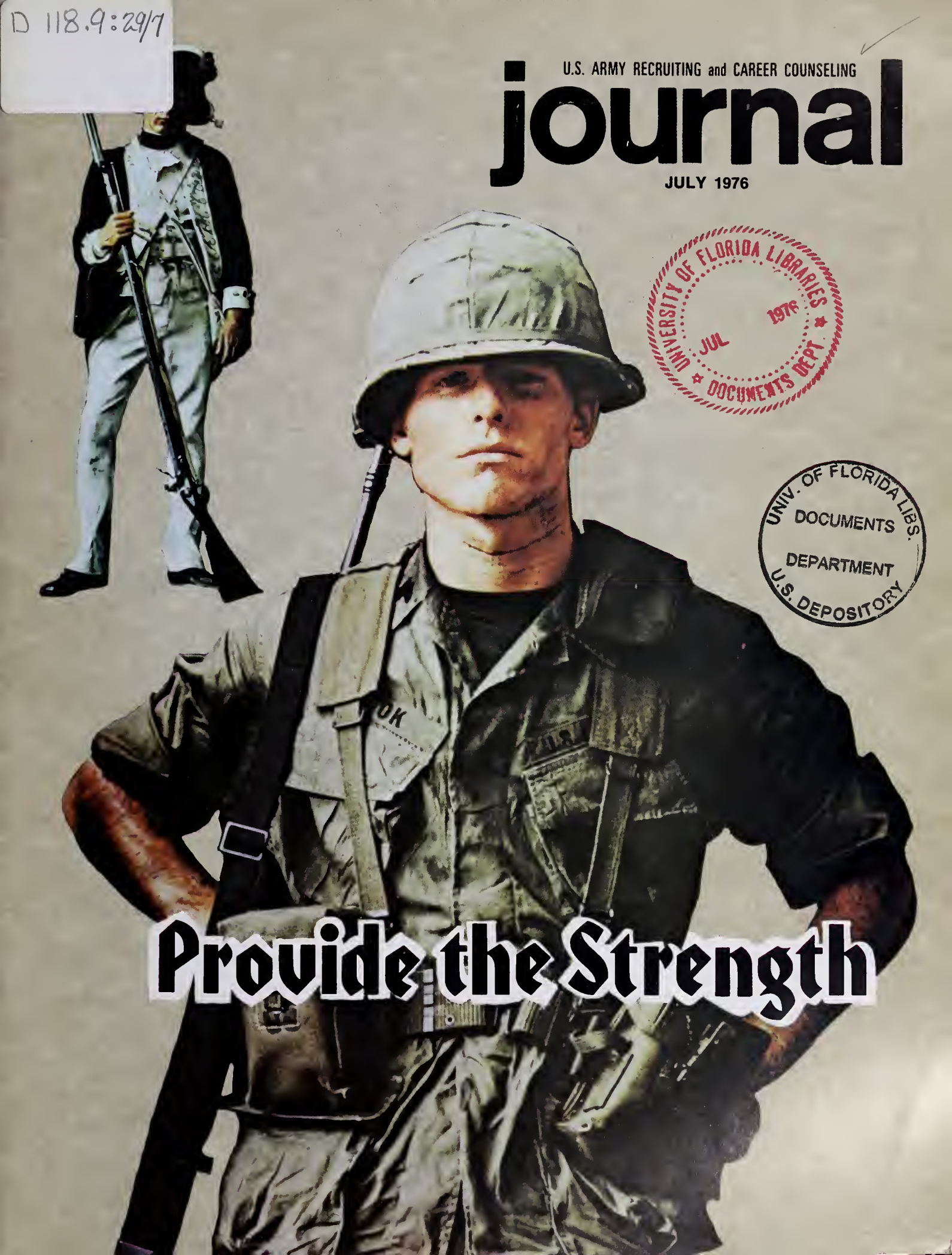

Honorable Martin R. Hoffmann
Secretary of the Army

An Army of Volunteers

'By your efforts'

SECRETARY OF THE ARMY
WASHINGTON

16 June 1976

TO THE MEN AND WOMEN OF USAREC:

In this, the Bicentennial year of our country, I want to express the Army's appreciation to the dedicated men and women of the United States Army Recruiting Command. By your efforts, an untried concept has become a reality -- the Army is now an Army of volunteers.

We would not be celebrating a Bicentennial were it not for the continued diligence and vigilance of our armed services. No nation can remain free unless it is willing to defend its way of life.

You have played a vital role in insuring that the US Army remains strong and vital. The Recruiting Command has commendably carried on the tradition of providing the necessary people for our Army, and providing access to the opportunity for national service to the youth of the Nation. Only through recruiting and enlisting the best can the Nation be provided with the strong, ready, dedicated Army it needs and deserves.

No mission is more important in the Army today than keeping its ranks filled with good soldiers. And that mission is yours. Keep up the good work!

Martin R. Hoffmann

Martin R. Hoffmann

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'My first year here has been good'

MG Eugene P. Forrester
CG, USAREC

There have been lots of people in USAREC who have impressed me personally this past year, but, more than that, as a whole the people in this Command have impressed me with their ability to adapt to new and changing situations.

Journal: We've just completed our third consecutive year in achieving 100 percent of the Army's first-term manpower requirements. How did we do that?

MG Forrester: Yes, we have done well. By we, I pass major credit to all the people in the Command because recruiting is a *team* effort. Despite many doubters, USAREC has made the weekly accession system work; we've been selling the "tough to fill" MOS. Our quality has been good, not as good as we'd like but still quite high and better than last year. We've been filling the needs of Europe well — and we've done it with significantly fewer resources. In light of this, my first year here has been very satisfying. And the *team* effort has been outstanding!

Journal: When we talked a year ago, you had just taken command of USAREC, and you expressed some hopes for the first year. How far have you, and the Command, come in making those hopes realities?

MG Forrester: Well, we are making our objectives on a weekly basis. But there are some other areas in which I feel we have made progress: we are getting much better support from the rest of the Army as they begin to see the importance of our mission and the effect it has on them; second, I see members of the Command working *together* to get the job done; officers, enlisted men and women, and civilians; our teamwork is better. Almost everyone is contributing to the successful completion of our mission. Communication: it is always a problem! But I'm especially gratified to see the response we get on the *Focuses* I send out; I get tangible evidence of teamwork from the ideas that come in. Last year I touched on the idea of honesty; the malpractice rate is down from last year — I want to see this trend continue. These are areas where we can see progress: it's also evident to me that we're making real strides in areas which are less visible. Overall our management of resources is dramatically improved — and this is a very big plus in a post-war period where dollars and spaces are critical.

Journal: In the past year, we've lost UOC/SOC canvassers, suffered cuts in our advertising budget and other accounts, and we have fewer recruiters on board now than we did then; yet USAREC is still recruiting the number of people the Army needs. How?

MG Forrester: If you have good NCOs and good officers, you can do just about anything. Some wag once opined: Rome wasn't built in a day but they weren't organized! Today USAREC is better organized for mission accomplishment. In transitioning from draft-motivated volunteers and draftees to an all-volunteer Army, we needed help in the form of UOC/SOC canvassers, big ad budgets and other things, to give USAREC that first taste of success. Success breeds success. Once our people knew it could be done, 100 percent recruiting became the norm rather than the exception. Our recruiters are just doing a better job — they're using fundamental techniques to give us the right people at the right time. And another plus — the Army is getting to be a better place to be!

Money, and money cuts, are always difficult subjects. It's a fact of life in times of fiscal frenzy that we have to make do with what we are given. We have been trying to reinstate many of the programs we've lost recently, but we don't know what success we will have. However, the people of USAREC have shown me, and the Secretary of the Army, that they can do the job under trying circumstances. Perhaps we are victims of our own success.

Journal: In last year's interview, you said that if you could solve the Army's communications needs, you'd be able to tell the Secretary of the Army and the Chief of Staff, "Your worries are over." While it's questionable whether anyone can solve it completely, how far have you and USAREC come in this direction?

MG Forrester: I'd like to cite a percentage improvement, but when the subject of people talking to people comes up, there are no concrete answers. You try some things, and if they work, fine. If not, you try something else.

This is an area where more miracles are needed. People talking to people is a complex business. Yet, we have to try some things that hold promise.

The Recruiter Advisory Council and the tear-off portion of *Forrester's Focus* have proven valuable to insure that recruiters have the tools they need to work with, and as feedback mechanisms for commander and staff. Not all of the ideas submitted are practical or

usable, but we've implemented some and changed some other things as a result of this feedback. I like the direction it's going, and the Command is better for it. Also, you people here at the *Journal* do much to spread the word. I sense the *Tie-Lines* give the recruiters a feel for our direction of action! In short, we're trying to capitalize on every recruiter to have every recruiter understand what we expect. I truly believe people want to succeed. They do well when they know what is expected. But it is a task that never ends.

Journal: With a year's recruiting experience behind you, where will you be taking USAREC between now and whenever you depart the Command?

MG Forrester: We're on the road of success. We got on this road two years ago this last June 30 when we came in at 100 percent year-end strength. I'm going to keep us on that road. Like I said last year, though, it's never going to be an easy job. There may be some small detours — including those we've already experienced: budget cuts, loss of canvassers, no 2-year option. But more than navigation, it requires maintenance as well to see that we stay in such fine tune that the detours and roadblocks will be only momentary and that we'll get to our destination — end-strength with quality — on time.

All along the way, we must continue to fine-tune — to *exploit* that which is successful and cease anything which is nonproductive. We will continue to try new things — but we will measure/evaluate everything we do. We need to document our successes and cut off that which is not helping us accomplish our mission.

I also want to continue to keep the Army's eye focused on USAREC. As long as we keep the whole Army involved we will have a much greater likelihood of success. It's important for everyone to understand the importance of what we do.

Journal: We've heard the term "fine-tune the recruiting mechanism." What is that and how do you "fine-tune" it?

MG Forrester: We "fine-tune" the recruiting mechanism by getting the right number of qualified people each week to enlist for the vacancies the Army projects, and having them arrive at the training centers at the right time to fill the school seats. It comes down simply to right person — right place — right time. To accomplish this, we use the weekly accession system which allows us to meet the projected needs of the Army to the best of our ability. The REQUEST System also adds to the fine-tuning. As we fill a vacancy, that seat is withdrawn from the "pool" of open spaces. Thus, every time a person enlists, the mechanism tunes itself to accept enlistments only for the remaining vacancies.

When you consider the end-of-month surges and the early-ships, plus the problems the training base used to have because of these aberrations, we can truly say "we've come a long way" in a short time. We should all feel a sense of pride in helping make the Army personnel system work more effectively.

And of course the big tool to help us do this is the DEP. I would like to see us have our DEP locked in for six months in advance. When we do this we give ourselves and all the Army personnel managers a lot of flexibility in the *quality* of the people we take. Once we do this we can clearly reduce the cost of an accession by retaining the high quality through schooling.

Journal: Thinking beyond USAREC for a moment, what is the Army going to be like in the late 1970s and early 1980s? How will the Recruiting Command fit in?

MG Forrester: Without benefit of clairvoyance I'd predict that our Army is going to continue to become more technically oriented, more electronically sophisticated, but always in need of skilled individuals. And, while computers can do some marvelous things, I expect that they're still going to need people to tell them what to do when the decade of the 1980s comes to a close. The Recruiting Command is going to fit in then just exactly where it fits today — providing the strength. But more than that, it will also be providing the intellect and experience required to run these marvelous machines. More and more high quality people are going to be needed. It looks to me like we're going to be doing in 1980 what we're doing today, only more so. We will still be recruiting one good man or woman at a time. In the past, we had a draft, then a voluntary Army, and finally, an Army of volunteers. Tomorrow, the trend will continue. And if the American people want a Volunteer Army we better be prepared to get it for them. In short, we need to institutionalize our tasks to achieve the Army's people needs in the years ahead.

Journal: What about Eugene P. Forrester personally — what has he learned about recruiters, recruiting and USAREC?

MG Forrester: I'm impressed. There have been lots of people in USAREC who have impressed me personally this past year, but, more than that, as a whole the people in this Command have impressed me with their ability to adapt to new and changing situations. Recruiting is a changing job. Take, for instance, the biggest change of this past year - the weekly objective. Sure, it required some mental flexibility. The troops had to figure out how to make things work. Some people still fail to realize the magnitude of that change, the gears that had to be shifted. But USAREC did it. You know, when you look at America, perhaps the greatest thing about our history is the way we have adapted to situations, geography, climate — anything that stood between us and progress. We've seen adaptability at work right here in the Recruiting Command this year. It was impressive. And we were able to show a lot of "doubting Thomases" who were afraid we wouldn't bring it off. But that's all past.

Personnel of the Command have added a new dimension to its "can do" attitude with their "come through" determination. It's heartening and impressive for a commander to see such mission-oriented troops turning in such extraordinary performances on a daily basis. I'm a very fortunate man indeed!

U.S. ARMY RECRUITING and CAREER COUNSELING
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Vol. 29 No. 7 July 1976

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DEADLINE — Photos and articles due first of each month two months prior to publication.

Phone: C: 312-926-2948
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Published monthly by the U.S. Army Recruiting Command as a medium for the active exchange of ideas between persons involved in recruitment and retention for the United States Army. Use of funds for printing this authorized unofficial publication has been approved by Headquarters, Department of the Army, 23 December 1975. Controlled circulation postage paid at Milwaukee, Wisc. 53201. Views and opinions are not necessarily those of the Department of the Army. Items of interest should be mailed to:

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U.S. Army Recruiting Command
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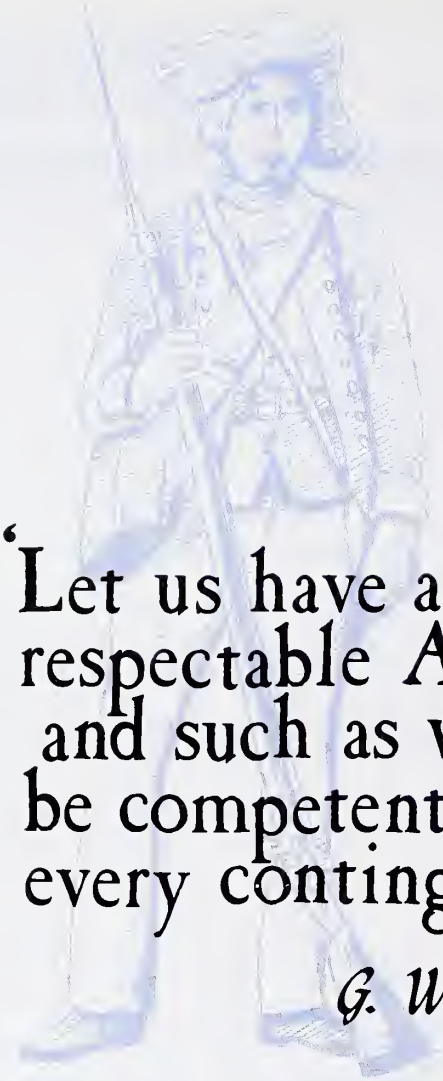
ART CREDITS

Pp. 1 and 35, Lew Pearson; pp. 6, 7 and 35 SP5 Bill Bunce

Cover design by Lou Pearson, TASO Graphics Section, Fort Sheridan, Ill.



'Let us have a respectable Army, and such as will be competent to every contingency.'

G. Washington

By MEDA USRY
Jackson DRC

The above quotation reflects the wishes of General George Washington upon the raising of troops for the Continental Army two hundred years ago. An ambitious wish, considering men had to leave their families in the care of Providence, subjected to all the dangers inherent to a new and untamed land, while they were fighting in the Revolutionary War.

On June 14, 1775, generally accepted as the birthday of the United States Army, the Continental Congress called for the raising of ten companies of expert riflemen (under its own sponsorship): six from Pennsylvania, two from Maryland, and two from Virginia.

Congress voted the appointment of one of its own members, Colonel George Washington of the Virginia militia, to command all of the Continental forces on June 15, 1775, and he accepted the appointment the following day.

A committee was appointed by Congress to prepare Washington's commission and instructions. A plan of organization for the line command and staff departments of an Army was adopted by the delegates, providing for two major generals and eight brigadiers subordinate to Washington, an Adjutant General's Department, and offices of a commissary general, quartermaster general and paymaster general.

The first increment of national troops, and a modification of the British Articles of War for governing the new army, were authorized by Congress on June 30. In the meantime, General Washington traveled from Philadelphia to Cambridge where he announced in general orders on July 4 that the "Troops of the United Provinces of North America" were henceforth under the authority of Congress.

From the outset General Washington encountered what was going to be a perennial plague throughout the Revolutionary War: short supply of troops. Army enlistment of one year duration forced him to disband one army and create another in the very presence of the enemy not once, but twice. On November 14, 1776, Congress finally changed course, empowering Washington to designate officers and begin recruiting. Securing men for the Continental Army was one of continuing frustration, and these raw recruits were pitted against an Army which had a century of experience to draw upon.

It was under these conditions that General Washington had to carry the usual duties of a commanding general. He often had to serve as his own military staff and do the job of a brigade or battalion commander when in battle. As a result the Continental Army depended upon him as no other Army in American history was to depend upon another leader.

General Washington was a physically robust man. A less hardy man might have collapsed under the mere physical and nervous strain of his labors. But General Washington persevered and led America to eventual victory and independence.

His farewell address was a masterpiece of brevity and simplicity: "With a heart full of love and gratitude I now take leave of you. I most devoutly wish that your latter days may be as prosperous and happy as your former ones have been glorious and honorable.

"Let us have a respectable army, and such as will be competent to every contingency."

The United States Army, which had its beginning over two centuries ago, is living proof that the degree of competence achieved since this fervent wish of its first commander must surely transcend General Washington's wildest imaginings!

Recruiting that 'respectable competent Army'

By JACK MUHLENBECK
Editorial Advisor, R&CC Journal

Recorded history is dotted with conflict, usually over land, water or other tangibles in short supply.

Early conflicts were generally short, with the leader of one group or tribe rounding up a band of followers to do battle for the "homeland." After an encounter or two the issue was settled and life returned to normal.

From this ancient theory of warfare came the concept of the citizen-soldier, pressed into combat in time of need and back to the farm or artisans's bench when the "war" was over.

So it was with the early settlers of the British colonies along the eastern seaboard of the United States.

Defense of the new settlements was a full-time job for only a few. The bulk of the forces which occasionally fought the Indians were the local militia, based on the English tradition.

Thus, the United States Army, 201 years old in this Bicentennial year, traces its history to the militia of the 13 colonies.

When it became apparent that war with Great Britain was a real possibility, the Second Continental Congress "adopted" the states' militia as the official U.S. Army.

A year later began the enlistment and training of the so-called "Continentals," the first real volunteer army of the land. The Continentals were a more permanent force than the militia and were the heart of the fighting force General George Washington welded into his eventually victorious Army.

By modern standards the Continental Army was small, disorganized, poorly equipped and even more poorly paid. The force never topped 33,000 and dropped to a little more than 13,000 by 1783.

With the war won and independence secured for the time being, the inbred resistance to large standing armies shared by most nations at that time resulted in Congress voting in 1784 to cut the Army to "twenty-five privates to guard the stores at Fort Pitt and fifty-five to guard the stores at West Point." With a force this tiny, the highest ranking U.S. soldier was a captain.

The Constitution of the fledgling nation authorized the Congress to "raise and maintain armies," but the idea of a large, standing army with no war to fight was not popular. After all, the pace of life was slow, there was a huge "moat" which offered protection from European adventurers, and there was always the militia.

The U.S. Army somehow got the name "Legion of the United States"

General Jacob J. Brown

Considering he was the senior member of the Army for 13 years, and its commanding general for seven, surprisingly little is known about MG Jacob J. Brown.

One thing we do know is that General Brown is credited with being the "father" of the volunteer Army concept in America, having created the General Recruiting Service in 1822.

He began his military career as commander of a regiment of militia in 1809 and was appointed a brigadier general in 1811. During the War of 1812, he was appointed a brigadier general in the Regular Army and fought with vigor and distinction. The general was cited by Admiral Mahan as having commanded one of the best campaigns during the War of 1812 in the peninsula region of New York and Pennsylvania.

The general served with the militia and the Army from 1809 until his death in 1828.

during the period 1792-96 and was built back up from the low of less than a hundred souls to about 3,500. In July 1798, Congress delegated to the President the authority to raise 12 regiments of infantry and six of dragoons, mounted infantry which later took the name cavalry.

With Alexander Hamilton in charge of recruiting, all requirements were met and recruiting virtually ended around 1800, with the country at peace and the Army at full strength.

The War of 1812, the second conflict with Great Britain, fought to establish the freedom of the seas, called for a huge increase in the Army. Congress voted to authorize a Regular Army of more than 35,000 and also gave the President the power to mobilize 30,000 federal volunteers and 100,000 state militia. All in all, a good plan, but little more than that.

The Regular Army was spread among the frontier posts and, of course, could not be helicoptered to the scene of the action. Worse, the men called to fill the ranks were untrained. Even the officer corps rated no better than "utterly unfit for any military purpose whatsoever," according to General Winfield Scott, who later won fame in the war with Mexico.

Militiamen willing to do battle with the British could command high bounties, which were non-existent for the Regulars. Given the choice of the low paid Regular Army or the bounty-rich militia, most chose the later.

A draft was considered by Congress but the vote was to go with the bounty system.

Luckily for the new nation, the war with Britain was a fairly low-scale venture and the makeshift army was good enough to carry the issue. Again, the isolation by water of the United States from Europe was a major factor in the outcome.

With this war concluded, the Regular Army dropped to about 6,000 men, mostly assigned to isolated outposts along the expanding frontier. Recruiting was done regiment by regiment, with no great success in the cities and even less among the rural population.

Secretary of War John C. Calhoun, later to become famous for his

Greeting:

"Greeting:"

For two recent generations of American men that word meant only one thing: the recipient had been selected by his friends and neighbors on the local Selective Service Board as a prime candidate for the Army. In a word, DRAFTED!

Few people relished the thought of being drafted. Sure, the country needed an Army. And sure, somebody had to go. The problem with the draft in America was that only some were given the call. Throughout our 200 year history the draft has been an on-again, off-again phenomenon.

The draft was first given serious consideration during the Revolutionary War. Each state was to supply a certain number of men to the Continental Army. When the states couldn't meet their quotas the Continental Congress suggested, "Why not draft enough militiamen to bridge the gap?"

Some drafting of this type did occur and General Washington is even reported to have favored a draft with a three year obligation but in general, volunteers fought — and won — the nation's independence.

With the War of 1812, the question of a draft came around again. Secretary of War James Monroe proposed a form of universal service, a very early forerunner of the post-World War II Universal Military Training (UMT) concept, in which all able-bodied men would be taken into the Army for a period of training. Nothing came of the President-to-be's draft idea and again volunteers fought the war.

The draft as we know it really began during the War Between the States. This most tragic of American wars consumed manpower at an unprecedented rate. Volunteers, bounties, locally formed units: none could supply the needed manpower.

The South was the first to use the draft but the real crunch came in the North with draft riots taking place in the large Eastern cities. The real problem was two-fold: immigrants who had fled to America to avoid military service in their homelands were being swept into a war which meant nothing to them. A second key factor was the "substitute" system, whereby a person of means could hire someone else to answer his call.

This made sense to the government as the wealthy were needed on the home front to keep industry running and to finance the war.

It made no sense to the poor, who considered it to be a "rich man's war and a poor man's fight."

The result was easy to predict — opposition, rioting, killing on the homefront.

Somehow enough men were brought into the Union Army to insure victory, but the price was high.

The country was at peace, except on the frontier where the Indians were a problem, until the conflict with Spain at the turn of the century. That war was brief and there were enough men willing to volunteer to make a draft unnecessary.

The draft was back again in

interposition doctrine, favored an "expandable" army to meet any contingency. This idea would be implemented later, but its time had not yet come.

Recruiting as we now know it began to take shape in 1822 when Major General Jacob J. Brown was commanding general of the Army, a position we would now call chief of staff of the Army.

America's next conflict was with Mexico. The United States entered that contest with a standing army of just over 6,000 men, again mostly assigned to the frontier posts.

In 1845 General Scott demanded that the Army be expanded. Congress acted and passed a bill calling for 50,000 volunteers to serve for one year. The term for the militia was doubled, from three to six months.

Officers from squadron to regimental level were selected to command the militia and Brigadier General (later President) Zachary Taylor was instructed to use the militia volunteers, but only if Mexico struck first.

Mexico did and war was declared by the United States in May of 1846.

Volunteers were different from both the Regulars and the militia. They were recruited from the militia, usually for 12 month tours. They were then sent to control points and formed into companies which were mustered into the Federal Service, a practice which would appear again later when National Guard units were federalized.

The volunteers were required to furnish their own uniforms, which were anything but uniform. The federal government supplied the arms. Most men favored the volunteer units, as the Regular Army called for enlistments of five years and were under much tighter military control.

During this era officers were elected by the troops, sometimes based on ability but, more often than not, because they were popular with men and expected not to be too harsh with discipline.

When General Taylor was about to advance on the Mexican capital, a third of his force left, their tours of duty having expired. Congress got the point that limited enlistments was not the answer and newly formed regiments were signed up

World War I. The 1917 Selective Service Act served two purposes: it stimulated enlistments and provided the manpower to fill the ranks. Almost 4 million men were in uniform during the two years the United States was engaged in the fighting, many of them draftees.

Draftees also played a role in the ill-fated American intervention in the Russian Civil War.

War clouds were gathering again in the 1930s with the Japanese fighting in China and Hitler nibbling away at Europe. For the first time in American history, in 1940, a peacetime draft was enacted. World War II brought men into uniform from various sources. Enlistments were accepted in the first years· the National Guard and the Reserves were mobilized. Recruiting was discontinued in 1942 and Selective Service took over the job of providing the manpower needed to fight a two-front war.

During World War II virtually every American man of age 18-38 was issued a "draft card" with classifications from 1-A (ready and able) to F-4 (unfit).

World War II was gruelling, but generally accepted as necessary. Bond drives, USO shows and "victory" gardens were all part of the effort. Popular songs extolled the effort (Remember "He's 1-A in the Army and A-1 in My Heart"?).

The Selective Service Act expired in 1947 but was back on the books again by 1950 when the United States found itself at war again, this time in Korea. Again, Reservists were called to help fill the ranks. A truce ended the fighting in Korea in 1953 but not the draft.

The era after 1953 saw the first long-term peacetime draft in effect. Manpower demands were not great but selected individuals still were being called into the Army.

By the mid-1960s the country was deeply involved in another Asian war, this time in what used to be called French Indo-China. Most of the fighting centered in the southern half of Vietnam with draftees being called by the thousands to do battle.

The Vietnam era draft was about as unpopular as that of the Civil War and former President Nixon made the end of the draft part of his 1968 campaign.

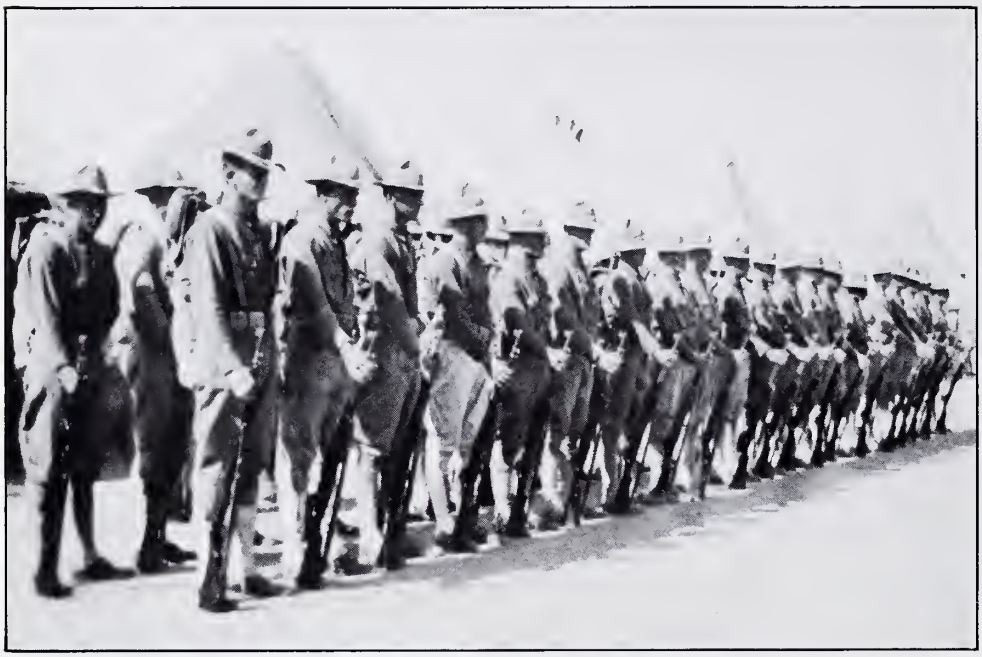
The post–World War II draft wound down in 1973 and the Selective Service machinery today is in a state of "deep hold." No longer is it necessary to register for the draft. The draft lottery (with people being selected according to their birthdays) is today just a memory.

Throughout the 200 year history of America the draft has been used in time of need to supply the numbers the Army needed. From time to time people were drafted into the Navy and Marines, but never at the same magnitude as for the Army.

The draft has had various degrees of success when used, from highly successful during World War II to a source of great hostility during the Civil and Vietnam wars.

Today all draftees have been released from the Army, or have enlisted into the Regular Army.

With the success of the Volunteer Army, the need for a draft is gone, hopefully, for good.



Basic training at Camp Dix, N. J., in World War I lacked some of the amenities now experienced by those in initial training.

"for the duration."

The Mexican War illustrated again that pulling from the states' militia was not the best way to mobilize for war. It also became apparent that federally-appointed officers was a necessity.

The War Between the States (Civil War) was fought with a mixture of volunteers, the Regular Army and later, draftees.

The war was first considered (by the North) to be little more than a rebellion which could be crushed in a few months. But as months stretched into years the lack of planning became more evident. Militia were drafted for various terms of service and there was general confusion. By the end of the war, the Union Army was the most powerful in the world but little time was wasted in stripping it down to 25,000 men by 1872. Many were on "occupation" duty in the defeated South.

By 1874 recruiting was stopped. It did pick up from time to time to meet shortages but there was little organized activity.

Manpower (volunteers) for the four-month Spanish-American War, was not a real problem.

By the turn of the century, the Army was authorized 65,000 regulars and 35,000 volunteers. Recruiting depots were established at 11 Army camps and many Spanish-American War volunteers were urged to step across the street and join the Regulars.

Recruiting was greatly stepped up for World War I. By 1917, 336 recruiting substations were in operation, backed by 62 general recruiting stations. The organization we now call USAREC was starting to take shape.

During World War II a variety of methods were used to fill the ranks. Volunteers were sought early in the conflict, the National Guard was federalized and a full scale draft act was voted in 1940, even before the United States became actively involved. Recruiting was replaced entirely by the Selective Service in 1942.

With this war over, the military was again quickly cut back to a peacetime structure. In August of 1945, the US Army Recruiting Service was back in business. The World War I authorized strength of 280,000 was not adequate for the Cold War requirements and the largest recruiting and public relations campaign to build an Army was launched with generous advertising support. The theme was "make it a million."

By 1948 the strength of the Army was down to 631,000, almost half on occupation duty in Europe and the Far East.

At the start of the Korean War, the US Army and US Air Force Recruiting Service was operating 1,200 stations, manned by 5,000 recruiters. Volunteers and draftees together fought that conflict.

Recruiting and Selective Service worked side by side from the end of the Korean War, through the conflict in Vietnam and into 1973 when the draft ended in favor of an Army in which "everyone is there because he or she wants to be there."

Recruiting has gone through a number of phases from the days of George Washington to the advent of the Modern Volunteer Army. The men and women who have served in the various organizations charged with recruiting have served the nation well. That tradition continues with USAREC.

VOLAR, MVA, Zero Draft and USAREC

VOLAR, MVA, Zero Draft, USAREC.

Recognize the slogans and acronyms? VOLAR stands for the test conducted prior to implementation of the Volunteer Army, MVA for Modern Volunteer Army and, of course, Zero Draft was the goal of making the Army all volunteer, USAREC is the one on which the slogans were pegged.

VOLAR, MVA and Zero Draft are all terms of the 70s. USAREC has a longer history but its importance was magnified when the decision was made in the late 1960s to go to the volunteer concept.

Two early considerations in moving to a draft-free concept were that the pay of the lower ranking enlisted personnel would have to be raised, and that living conditions would have to be improved.

Along with these concepts, greater choice as to training and assignment were vital to making the volunteer concept work.

Still another factor early recognized was the need to make recruiting more visible and professional.

Tieing these ideas together was the revitalized U.S. Army Recruiting Command.

As more money and people flowed into USAREC, the command outgrew its old home in Hampton, Va., in 1973 and, amid the scramble to meet the numbers requirement, the headquarters was relocated to Fort Sheridan.

In 1973 the number of recruiting main stations (RMS) expanded from 40 to 64. In 1974 the RMS were redesignated District Recruiting Commands and the five district commands were renamed Regional Recruiting Commands.

Other refinements of USAREC have included the addition of a second brigadier general as deputy commander, the selection of captains to head the 266 area commands, and the reorganization of the examining and entrance process into the Military Enlistment Processing Command (MEPCOM), which will also be commanded by the USAREC commander with, initially, an Air Force brigadier general serving as the deputy commander.

Fiscal 1974 was the first real test of the volunteer concept. There were bugs in the system and a lot of learning to be done by everyone. The first few months resulted in shortfalls and it appeared that the critics of the volunteer army might be correct: maybe the job couldn't be done.

A late surge put USAREC over the top and the first year goal of more than 196,000 volunteers was met! The quality was quite low but USAREC had proven that the enlistees were available.

An added refinement was made for Fiscal 1975: continue to meet the numbers requirement, but with a higher quality enlistee. A tall order for a command which was still growing and learning.

But the quality did go up. The number of high school graduates was increased by five percent and the number of Category IV enlistments dipped from 19 percent to about 11 percent. More than 206,000 joined the Army.

Fine, but. There was still the problem of too many enlistees being trained for MOSs in which they could not be used when they arrived in their units. MOS mismatches were a difficult problem, often resulting in unhappy soldiers.

To solve this problem, an additional refinement was added to the equation in August of 1975. Every soldier had to be enlisted to fill an end-user assignment. This meant that USAREC not only had to meet the numbers objective with a high quality enlistee, but also had to insure that each person was enlisted to fill a real need. This meant extra work to fill the "tough" jobs, primarily in the combat arms field.

The first two weeks of the right person, right time, right job equation resulted in missed objectives. This was to be expected and soon the slack was taken up and the objectives, now set by week instead of month, were being met.

USAREC is now paying the "penalty" of success . . . fewer dollars to spend for advertising, fewer people to do the job.

The figures for Fiscal 1976 will not be tabulated for a few weeks but preliminary estimates are that USAREC will once again meet the goal of bringing the Army in at projected end-strength.

What does the future hold for USAREC and the men and women who have contributed to its success story?

Two words: "more" and "better." The requirements for new soldiers will remain at about 200,000 a year for the near future. "Quality" will continue to be the watchword. The entire advertising theme is pegged to good people joining a good Army and this, of course, means quality. The matching of the person to the eventual job has proved to be successful and will continue.

USAREC has moved from a low-budget, low-visibility command since its formation in 1964 to the key to the volunteer army today, living up to its motto: "Provide the Strength."

The Centennial Army

With Bicentennial on every one's mind in 1976, we thought it would be good to take a look at the US Army in its Centennial year. They had problems.

Last year the Army celebrated its Bicentennial — and entered its third century of service. Many of the Bicentennial observances dwell on the Army of the Revolution. But it's also interesting — and fun — to look at the Army during a midway milestone — its Centennial Year.

Secretary of War William W. Belknap's 1875 report to the President gives some glimpses of the Centennial Army. Reports by General of the Army William T. Sherman and his field commanders also made up part of Belknap's report.

The Army's organization into four geographic commands reflected its continental nature in 1875. The commands were the Military Divisions of the Atlantic, South, Missouri and Pacific — each headed by a major general.

The Army's strength in 1875 was 2,076 officers and 23,086 enlisted men. The bulk of this strength was in 5 regiments of artillery, 10 regiments of cavalry and 25 regiments of infantry. Most of the cavalry and infantry were stationed in the Missouri Division's departments: Dakota, Missouri, Texas and Gulf.

After Appomattox

The assignment of forces in the West reflected the Army's preoccupation with trying to control the Indians during the quarter century following Appomattox.

Although most of the cavalry and infantry regiments were tied up with the Indian Wars, the total size of these forces was not large by today's standards. An infantry regiment at full strength numbered only 580, 536 or 435 depending on the regiment. A cavalry regiment totaled only 888. And these units were rarely at full strength.

Most of the reports from the field commanders to General Sherman deal with the "dastardly outrages" that "predatory Indians" and "vagrant Mexicans" were causing their respective commands.

Custer

Intriguingly some of Belknap's words seemed to presage things to come: The secretary foresaw "trouble between miners and the Indians in the region of the country known as the Black Hills."

The seeds of doom were sown for a 7th Cavalry commander in the effort to persuade the Sioux nation to relinquish treaty rights to the Dakota territory. General George Armstrong Custer was still an accident looking for a place to happen.

The role of women in the Centennial Army was one guaranteed to stir the wrath of today's women. Women served as laundresses in Army units — four laundresses were authorized per company. They were generally soldiers' wives. Belknap recommended the number of laundresses be reduced or eliminated because the women and their children underwent hardships at frontier posts and they posed problems at moving time.

Singles only

With some exceptions, the Army's policy a century ago was to enlist only single men. The rationale was that a single man was less likely to desert. One of the exceptions to the singles-only policy was when married men enlisted on the condition their wives would accompany them as unit laundresses.

Belknap also was taking steps in

1775 - 1875

1875 to set up a better historical record of the far flung Western posts to help prevent repetition of mistakes while maintaining a log of "stirring events." The Army was still very much involved in reconstructing official records of the "war of rebellion." Steps also were being taken to preserve Matthew Brady's collection of Civil War negative plates.

The Army had about 100 signal-stations to keep an eye on the weather and to help warn commercial and agricultural interests about coming storms and other "meteoric changes." Belknap said in his report that forecasts were 87 per cent accurate. It seems the weatherman has lost a lot of credibility during the last century.

Photos courtesy Smithsonian, Museum of History and Technology

Part of the War Department exhibit at the Centennial exposition in Philadelphia

DA in St. Louis

A century ago the Army was headquartered in St. Louis. Garrisons were located at exotic places like Fort Lapwai, Idaho; Fort Fred Steele, Wyo.; Ringgold Barracks, Tex.; Fort Barrancas, Fla.; Sitka, Alaska; Alcatraz Island, Calif.; Fort Preble, Maine; and scores of other now mostly forgotten outposts.

The Army had other problems in 1875. Duty hazards were not limited to the frontier. A yellow fever epidemic at garrisons in Florida and nearby islands took scores of lives and caused temporary abandonment of the posts.

Congressional appropriations ran out before the end of the fiscal year. In June, 1875, soldiers got only part of their pay.

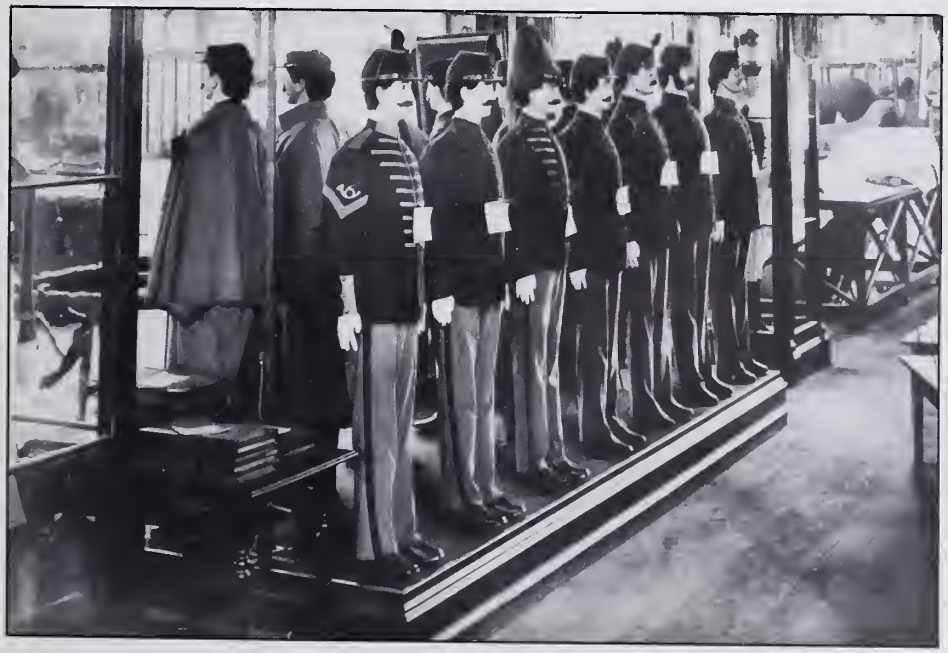
The cadet corps at the military academy at West Point was not at full strength; too many appointees couldn't pass the entrance exam.

Countless other problems are expressed or seep through the pages of the field commanders' reports. But one of Belknap's observations from a visit of the field is as true now as it was then.

He found "the troops to be soldierly and dutiful. Officers were anxious to do all in their power to carry out the government's wishes and to bring the military affairs under their charge to the highest point of excellence."

That's how it was one hundred years ago. ***(Army News Features)***

Uniform display at the Centennial exposition in Philadelphia



U. S. Army Uniforms

In 1776 Congress authorized Washington to raise an army. Although the British army uniform of the Whigs served as a model, attempts to adopt one uniform were unsuccessful since cloth was scarce.

Revolutionary War

The uniform worn in 1776 was a classic example of impracticality. The high, stiff collar was uncomfortable, and the crossed belts hampered breathing. Coat tails caught on bushes, breeches were very tight, and leggings made hiking difficult.

Bit by bit the more colorful and ornate uniforms gave way to simpler more comfortable attire.

Mexican War

However, the types of uniforms used during the Mexican War era were as diverse as those of the Revolutionary War days. The infantry was groomed in sky blue, artillery in blue and red, Western units in homespun and many others in outfits not describable as "uniforms."

Civil War

During the later portion of the Civil War, the veteran Union soldier who went into battle travelled light.

He wore a simple, loose blouse of dark-blue cotton, heavy dark-blue frock coat, and trousers of a lighter blue. The cavalry and artilleryman, retained the tight-fitting shell jacket, and a scarf — usually red — was wound about his neck. He wore either the bell-crowned regulation kepi (forage cap), its leather visor crushed into a "vee" for better visibility, or a broad-brimmed hat of black felt.

The badge of a soldier's corps was pinned or sewed onto the headgear, its color differing with the brigade to which he belonged. This badge is thought to be the forerunner of the shoulder patch.

The Corps d'Afrique, founded in 1862, was the forerunner of the US Colored Troops. The corps' heavy artillerymen sported a long coat, plumed hat and brass shoulder scales of the Civil War full dress uniform.

Indian Wars

The field uniform of the 1880s is remembered for its simplicity. A black felt slouch hat, plain blue coat, red scarf to keep out the sand and wind, and high leather boots proved efficient for fighting on the plains.

The cavalrymen used for full dress the helmet which had, the world over, generally replaced the shako as the formal military headdress.

Spanish-American War

America's introduction to khaki, meaning "dust colored," came with her first transglobal expedition to the Philippines, an outgrowth of the Spanish-American War. Khaki was worn first by the British in India in 1878. This excellent camouflage was white drill dyed with curry powder or colored with dust or mud.

World War I

World War I ushered in the olive drab (greenish-brown) uniform for soldiers and officers. Steel helmets, overseas caps and the Sam Browne belt adopted from the British and French, identified members of America's first major foreign expedition.

In the early '30s, the Quartermaster issued a new cotton uniform for summer wear in a shade still known as "sun tan."

Post-World War I

Between the World Wars, the Army found itself without a uniform tradition. "Pinks and Greens," a semi-dress uniform, satisfied the need from 1938 until 1954. This uniform was a combination of a dark yellow-green blouse and "pink" (light taupe) trousers.

The WAC

The WACs in 1950 adopted a taupe uniform, designed by Hattie Carnegie, with a semi-fitted blouse — buttoned at the throat to eliminate the tie.

The skirt hemline dropped with the civilian "New Look." Brown shoes — oxfords and pumps — and other accessories would later be replaced by more fashionable black.

In 1960 a gray-green wool suit with fitted blouse and neatly tailored skirt replaced the taupe uniform; a two-piece, green and white suit in lightweight, drip-dry cord replaced the summer khaki.

Through the years

By DIANNE FIERRO
Albuquerque DRC

Will the *real* Sergeant Edwards please step forward? Sergeant First Class Don Edwards, Army Reserve Liaison at the Albuquerque DRC, comes in 18 different uniforms, ranging from World War I to the present and including all branches of the service.

Sergeant Edwards' various disguises are part of his personal collection of over 36,000 military memorabilia. The historical hobby began only two years ago. While Edwards was training National Guard in Oklahoma, a Reserve officer introduced him to his collection. Soon Edwards also joined the American Society of Military Insignia Collectors, and one of the Edwards' two bedrooms rapidly became a private museum.

Where does he find so many shoulder sleeve insignia, collar brass, medals, and chevrons? Thrift shops and second-hand stores are full of dusty old uniforms. But most important, Sergeant Edwards corresponds with sixteen fellow collectors across the United States and in Japan, trading and buying *just* the item he is looking for to fill a missing hole. Edwards' present collection includes 1400 pocket patches, 1100 distinctive insignias (crests), and a prize group of two hundred Spanish-American brass insignia.

Collecting is only half the fun; displaying his prizes is the other half. Sergeant Edwards mounts his collection on patch boards and in display boxes, arranging them by military units or time periods. His display case in the Albuquerque DRC lobby is changed once a month, while a roving patch display is used in the recruiting stations as an eye-catching tool. SFC Edwards enjoys visiting the high schools as well, describing events in military history through the changes in insignia and the uniforms he wears.

FIELD FILE

TO HELP KICK OFF The *St. Louis Soccer Stars'* opening game of the season, **Lieutenant Colonel George Geczy** led the crowd in reciting the Pledge of Allegiance.

Then the Ft. Leonard Wood Army Band played the *Star Spangled Banner* while the Ft. Leonard Wood Bicentennial Color Guard presented the colors.

It was a very impressive way to open a game, and the Army was able to present a positive image to a large number of people.

After the band and color guard marched off the field, the game began.

At half-time the crowd didn't get a chance to begin its usual trek to the hot dog stand. Its attention never got a chance to drift from the field because the Army band promptly marched out, stepping to a lively street cadence.

No sooner had the band halted than it belted out a swinging version of "When the Saints go Marching In." People all over the stands were rhythmically clapping their hands in time to the music.

The crowd applauded and cheered, and by the time the band marched off the field, they were receiving an enthusiastic standing ovation.

The *Stars* went on to win 2 to 0 over Seattle, making the entire evening a delight for the crowd. (Melani Partain, St. Louis DRC)

WHEN BOSTON DRC's Pat Chabra answered the phone one morning, she heard the local switchboard operater say "congratulations." She was mystified.

Pat, a DRC clerk stenographer for the past two years and secretary to the CO, learned then that she had been selected secretary-of-the-day by radio station WHDH, Boston, after nomination by her boss, **Lieutenant Colonel James A. Landgraf.**

The award, given by radio station WHDH on a basis of outstanding service to an employer, included a bouquet of flowers, dinner for two and a pair of tickets to a play. (Boston DRC)

A LATE EVENING during the winter of '76 and a few miles west of Georgetown, the colonials came upon a party in the Harrison school, slipped through the rear lines, and raised Old Glory high in their midst.

The colonials withdrew to the thunder of heavy applause, and the North Harrison High School Bicentennial Salute continued on March 11.

What sounds like a scene from the Revolutionary War was actually an appearance of the 100th Reserve Division Bicentennial Color Guard from Louisville at the high school in Ramsey, west of Georgetown, Ind.

"Now" meets "then" as present-day recruiter, SFC Bobby Hurt helps SSG Jim Morton case the flag following an appearance of the 100th Reserve Division Bicentennial Color Guard. The colonial uniforms of the color guard keep the men in high demand for Bicentennial activities. SSG Jim Angelini (far left) and SSG Art O'Neil look on. A fourth member of the Guard, SSG Steve Rager is not shown.

In front of hundreds of spectators, the Reservists, in Revolutionary period costumes and white wigs, presented the colors during the music department's rendition of the National Anthem.

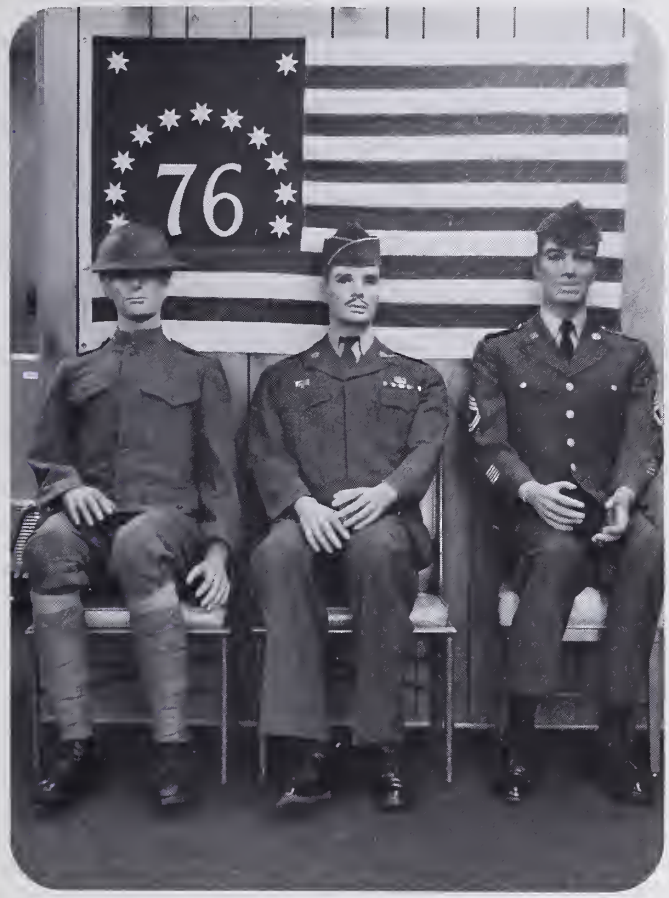
Band director **Ray Strahl** arranged for the appearance through **Sergeant First Class Bobby Hurt**, the local Army recruiter. (Louisville DRC)

A T-SHIRT which is being mailed to all DEP enlistees is rapidly becoming the latest rage among high school students in eastern North Carolina. Each person who signs up for the Delayed Entry Program receives a T-shirt silk-screened with the "Join the People" design. Below the basic design, the words "GO DEP" have been added. A DEP enlistee commented, "The first time I wore it to school, everybody wanted to borrow it."

The T-shirt is part of a program initiated by the DRC which also includes a letter of congratulations from the DRC Commander. The majority of those receiving the letters and T-shirts have had little or no contact with the military previously. They seem quite impressed with the personal attention shown them.

One recruiter stated, "This program definitely has aided me. It has stimulated interest throughout area communities and has created awareness of Army recruiting in centers of influence ranging from parents to local congressional staffs." (Raleigh DRC)

HISTORICAL INTEREST is running high this Bicentennial year, and recruiters at the Price Hill, Ohio, recruiting station are taking advantage of it. They asked **Staff Sergeant Ron Barton**, DRC Liaison NCO for the Army Reserves, to help with a display.



Barton set up an attention-grabbing group of mannequins dressed in Army uniforms of World War I, World War II, and present eras. The "soldiers" are sitting around the coffee table in the station's lounge area, visible to passers-by through picture windows.

The uniforms are borrowed from a local military historian who has a private collection of 3,000 uniforms. (Debby Anderson, Cincinnati DRC)

AN AMBULANCE AND MEDICAL TEAM from the 5502nd U.S. Army Hospital at Fitzsimmons teamed with active duty Army recruiters to let the Denver public know what it's like to be in the Army Reserve.

More than 200 adults showed up at the Denver Bazaar to receive free blood pressure check-ups from medical specialists of the 5502nd. Special Forces units and elements of an engineer battalion were also present.

Active Army recruiters have been locating new personnel for Denver area Reserve units since last fall. Under the STARLO program, an Army recruiter does the initial processing on recruits he locates, and then refers them to the appropriate Guard or Reserve unit for final processing.

The result? A good community relations project and good publicity for both the Army and the Reserves. (1LT Mike Bryan, Fitzsimmons Army Hospital)

"IT'S JUST BAD LUCK," thought **Sergeant Dan Ressler** of the Minneapolis DRC when his sedan blew a tire in front of a high school he was visiting in Minnesota.

"It's worse," he thought again when he saw the high school youths laughing at his suddenly immobile sedan. But when the same group helped him put the new tire on Ressler reconsidered. "I guess it's not all that bad."

A week later three of the same helping high school seniors went into DEP as a result of the chance meeting.

"That was good luck," concluded Ressler. (Jim Klett, Minneapolis DRC)

A BALTIMORE DRC WOMAN has been singled out by the Baltimore Federal Executive Board as one of this year's "outstanding professional employees."

Mrs. McMillan Twigg Siegel won the award by getting the Baltimore DRC's A&SP shop moving in the right direction. The recruiters in the area were having problems getting the kind of support they felt they needed until Mrs. Siegel took the helm. She opened up her section to suggestions from the field on how she and her staff might be of more help. By adopting many of these suggestions and implementing some new ideas of her own, Baltimore's A&SP shop is getting the job done. (CO, Baltimore DRC)

FIELD FILE

"THE MUSIC GOES 'ROUND AND 'ROUND" in Texas City, Tex., as **Staff Sergeant Robert Barnett** rounds up prospects.

Learning that Texas City High School had discontinued school dances because of the expense of hiring a band or disc jockey, Barnett decided to put his hobby to work for him. A music buff and record collector, he volunteered to provide his turntable, amplifier, speakers, light organ and record collection so the dances could continue.

Along with the platters, he provides a line of patter as he emcees the dances. Barnett's "Disco" in Texas City High School became such a success he soon branched out and is also spending time at Dickinson High School and College of the Mainland.

Says Barnett, "The volume of prospects has increased substantially and my working relationship with students and faculty is vastly improved." (Barbara Saimons, Houston DRC)

HOW DO YOU ADD a little extra to an Army exhibit at a county fair? Simple, you dig your Revolutionary War uniform out of mothballs and wear it.

Sergeants Clifford Hayes and George Kerner in their attic-stored uniforms.

That's almost what **Sergeant First Class George Kerner** and **Sergeant Clifford Hayes** of the Bradenton, Fla., recruiting station did at the Manatee County Fair. Although they couldn't find their own "attic-stored" uniforms, a local costume supplier had just what they needed.

Kerner, a recent sapphire star winner, thought of the uniform idea to show the Army's heritage as best he could."The fair was all Bicentennial so the uniforms seemed to be the best idea." (Miami DRC)

BY NATURE, Sergeant First Class Paul Barron isn't a braggart. But the Traverse City, Mich., station commander felt justifiably proud of his deer hunting trophy, a 10-point set of antlers, and mounted it above his recruiting station desk.

The Michigan-born recruiter has reaped unexpected rewards from his trophy. "You'd be surprised how often the presence of those antlers has helped me ease into enlistments," Barron says. "Guys love to talk hunting and those antlers break the ice for me." (Lansing DRC)

TWENTY-SEVEN EDITORS of Oklahoma high school newspapers recently took an Army-sponsored tour. Most planned simply to write competing ac-

counts of their experiences, but many began the enlistment process and others expressed strong interest in joining.

It was all part of a cooperative effort by **SP5 Brenda Kackley** of Fort Sill, and **SSG James Rivers** and **Bob Wiseman** of the Oklahoma City DRC.

The high school journalists were taken on tour of the Field Artillery Center, Fort Sill, and were told their accounts would be judged by a military-civilian judging panel.

Winning entries from Okmulgee and McAlester gave glowing accounts of the experience, which involved visits to recreation, education, and training facilities, staying overnight in billets, eating in the mess hall and observing firing on the artillery practice range.

The initial tour and contest provided the DRC material for separate news stories that appeared in a dozen newspapers, in addition to the contestants' accounts in high school papers. (Carol Colliver, Oklahoma DRC)

A BICENTENNIAL JOINT MILITARY JOB FAIR was held in connection with a rock radio station in Columbus, Ohio.

Booths were set up by all branches of service to make it easier to compare them without going to great lengths.

WCOL AM-FM, co-ordinator for the job fair, publicized the event as their deejays cut a number of publicity spots and aired them every day for three weeks prior to the event. Two hours before the job fair got underway, a WCOL disc jockey broadcast live from a helicopter which flew over Columbus to further publicize the event. (Columbus DRC)

"WHAT'S THIS NUT TRYING TO DO," asked **Sergeant First Class Warren D. Wollin** of Minneapolis DRC's St. Paul station, when the recruiting van he was driving was forced over to the curb by a pick-up truck in busy downtown traffic.

"I'm sick of being unemployed and I want to join the Army," shouted the pick-up driver to him.

Obligingly, Wollin shouted back the location of his office. Four days later the man shipped out for basic training. But why the man had stopped Wollin in the middle of busy traffic wasn't apparent until Wollin looked at the back of the recruiting van. A previous driver of the van had hand-lettered a sign which read, "Stop us and ask us." (Jim Klett, Minneapolis DRC)

The bumper sticker, designed by Dick Archibald and Ed Lubianski, was also developed by Denver DRC into an RPI for recruiting station windows.

SWRRC's A&SP SHOP CAME UP WITH AN IDEA for a Bicentennial bumper sticker that is going over with a big bang.

The bang is in the form of a cannon being fired by cartoon figures dressed in Revolutionary War uniforms. The bumper sticker was designed by **Dick Archibald** and **Ed Lubianski**.

The idea scored a direct hit with the people at Denver DRC. They needed an RPI representing the Bicentennial. By reproducing a facsimile of the bumper sticker on foam core poster board, they got what they needed.

Twenty recruiting stations in the Denver DRC received the poster for display in their station windows. A report from recruiters says the poster is a great attention-getter and people stop in and ask about it. (Denver DRC)

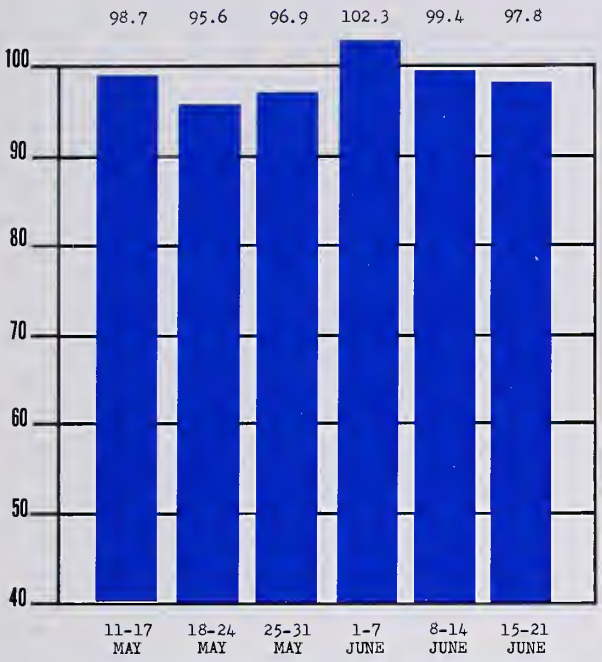
While digging through back issues of the *Journal* we came across what looked to us like an early-day equivalent of the Q-2 page we run every month. We thought you might enjoy comparing where we were then with where we are now.

Recruiting Acceptance Report – 30 April 1918

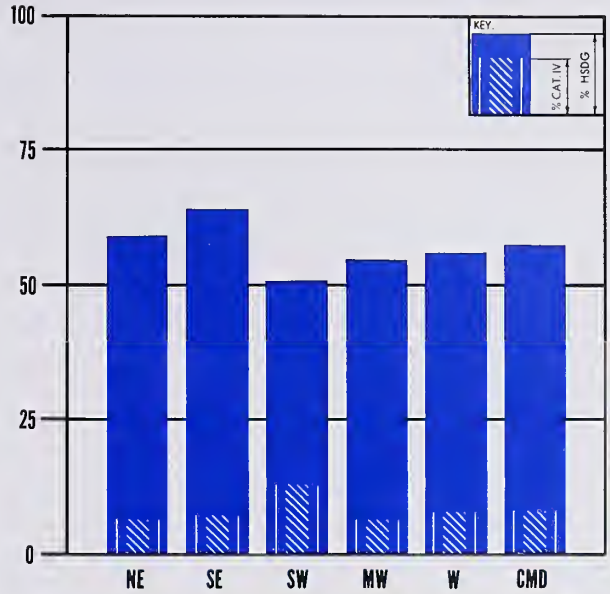
1. New York City	972	20. Pittsburg, Pa.	193	39. Denver, Colo.	107
2. Indianapolis, Ind.	471	21. Scranton, Pa.	192	40. Minneapolis, Minn.	106
3. Chicago, Ill.	438	22. Columbus, Ohio	188	41. Dallas, Texas	104
4. St. Louis, Mo.	362	23. Lexington, Ky.	186	42. Nashville, Tenn.	97
5. Springfield, Mass.	357	24. Newark, N.J.	154	43. Richmond, Va.	87
6. Philadelphia, Pa.	338	25. Knoxville, Tenn.	154	44. Evansville, Ind.	85
7. Cincinnati, O.	317	26. Albany, N.Y.	150	45. Portland, Ore.	84
8. San Francisco, Calif.	309	27. Providence, R.I.	147	46. Little Rock, Ark.	83
9. Oklahoma City, Okla.	306	28. Portland, Me.	145	47. Salt Lake City, Utah	81
10. Atlanta, Ga.	303	29. Davenport, Ia.	144	48. Savannah, Ga.	81
11. Kansas City, Mo.	293	30. Peoria, Ill.	138	49. Buffalo, N.Y.	69
12. Omaha, Neb.	280	31. New Orleans, La.	135	50. Toledo, Ohio	68
13. Cleveland, O.	240	32. Grand Rapids, Mich.	120	51. Wichita, Kans.	57
14. Boston, Mass.	236	33. El Paso, Texas	115	52. Jacksonville, Fla.	48
15. Detroit, Mich.	219	34. Joplin, Mo.	115	53. Seattle, Wash.	44
16. Baltimore, Md.	211	35. Birmingham, Ala.	114	54. Jackson, Miss.	38
17. Harrisburg, Pa.	205	36. Huntington, W.Va.	111	55. Aberdeen, S.D.	36
18. Syracuse, N.Y.	195	37. Houston, Texas	111	56. Spokane, Wash.	34
19. Los Angeles, Calif.	194	38. Greensboro, N.C.	108	**Total**	**10,275**
				Total enlistments to date	**23,061**

Enlistments made in recruiting districts January 1928

Recruiting Districts	No. of Enl. Men on Duty	No. of Enlist-ments	Average production per man	Recruiting Districts	No. of Enl. Men on Duty	No. of Enlist-ments	Average production per man
1. San Francisco, Cal.	23	127	5.52	29. Indianapolis, Ind.	23	35	1.52
2. Ft. Bliss, Texas	14	94	6.71	30. Richmond, Va.	24	35	1.46
3. Ft. Sam Houston, Texas	14	93	6.64	31. Los Angeles, Cal.	21	34	1.62
4. New York, N.Y.	41	92	2.24	32. Minneapolis, Minn.	13	33	2.54
5. Providence, R.I.	17	87	5.12	33. Wilkes-Barre, Pa.	16	33	2.06
6. Baltimore, Md.	28	82	2.93	34. Harrisburg, Pa.	22	29	1.32
7. New Orleans, La.	20	77	3.85	35. Columbus, Ohio	26	27	1.04
8. Dallas, Texas	18	75	4.17	36. Jacksonville, Fla.	10	26	2.6
9. Houston, Texas	17	68	4.	37. Des Moines, Ia.	11	23	2.09
10. Ft. Logan, Col.	14	60	4.29	38. Wichita, Kansas	10	21	2.1
11. Oklahoma City, Okla.	22	58	2.64	39. Memphis, Tenn.	12	21	1.75
12. New Haven, Conn.	13	53	4.08	40. Albany, N.Y.	15	21	1.4
13. Boston, Mass.	17	53	3.12	41. Portland, Ore.	17	20	1.18
14. Philadelphia, Pa.	29	49	1.69	42. St. Louis, Mo.	14	15	1.07
15. North Carolina	13	48	3.69	43. Buffalo, N.Y.	29	15	.05
16. Portland, Me.	15	45	3.	44. Milwaukee, Wisc.	11	13	1.18
17. South Carolina	16	44	2.75	45. Salt Lake City, Utah	12	11	.09
18. Chicago, Ill.	27	44	1.63	46. Cincinnati, Ohio	18	11	.06
19. Springfield, Mass.	13	43	3.31	47. Detroit, Mich.	20	9	.04
20. Atlanta, Ga.	16	42	2.63	48. Peoria, Ill.	7	8	1.14
21. Pittsburgh, Pa.	26	41	1.58	49. Springfield, Ill.	7	6	.08
22. Kansas City, Mo.	16	40	2.5	50. Camden, N.J.	7	6	.08
23. Little Rock, Ark.	16	39	2.44	51. Seattle, Wash.	13	6	.04
24. Chattanooga, Tenn.	15	37	2.47	52. Ft. Missoula, Mont.	5	4	.08
25. Omaha, Nebraska	11	36	3.27	53. Grand Rapids, Mich.	7	3	.04
26. Alabama	17	35	2.06	54. Spokane, Wash.	8	2	.02
27. Syracuse, N.Y.	18	35	1.94	55. West Virginia	12	1	.08
28. Newark, N.J.	19	35	1.84		**915**	**2100**	**2.3**



Percent of weekly objective accomplished for shipping weeks indicated. Mission is accomplished when production falls within the ±3 percent floor to ceiling tolerance.



Percentage distribution of NPS high school diploma graduates and NPS male Cat. IVs by region as of 17 May

QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 40 week period 2 Sep through 21 Jun)

40 of 40 weeks	Atlanta		Newburgh	24 of 40	Albany
	Cincinnati		Syracuse		Sacramento
	Columbia	36 of 40	Baltimore	23 of 40	Los Angeles
	Concord		Charlotte	22 of 40	Amarillo
	Jackson		New York		Newark
	Jacksonville	35 of 40	Albuquerque		Oklahoma City
	Miami		Portland		Santa Ana
	Montgomery	34 of 40	Philadelphia		St. Louis
	Nashville	32 of 40	Louisville	21 of 40	Kansas City
	Raleigh		New Haven	20 of 40	Boise
	Richmond		Pittsburgh	19 of 40	Harrisburg
	San Juan		Seattle		San Francisco
39 of 40	Dallas	31 of 40	Columbus	18 of 40	Milwaukee
	Indianapolis		Providence	17 of 40	Chicago
	Lansing	30 of 40	Beckley		Omaha
	Phoenix		Houston		Salt Lake City
38 of 40	Honolulu		San Antonio	14 of 40	Boston
	Washington, DC	29 of 40	Detroit		Minneapolis
37 of 40	Cleveland		Helena	12 of 40	Peoria
	Denver	27 of 40	New Orleans	11 of 40	Des Moines
	Little Rock		Niagara Falls		

MAY

QIPS credits/recruit

1.	SERRC	5.613
2.	NERRC	5.275
3.	WRRC	5.215
4.	SWRRC	5.166
5.	MWRRC	5.113
	Command	5.284

Top 20 DRCs*

1.	San Juan	6.447
2.	Raleigh	5.870
3.	Montgomery	5.846
4.	Jacksonville	5.814
5.	Miami	5.790
6.	Columbia	5.713
7.	Honolulu	5.622
8.	Jackson	5.442
9.	Pittsburgh	5.435
10.	Atlanta	5.414
11.	Albuquerque	5.353
12.	Richmond	5.342
13.	Nashville	5.336
14.	Charlotte	5.325
15.	Concord	5.318
16.	Phoenix	5.309
17.	Little Rock	5.210
18.	Oklahoma City	5.184
19.	New Haven	5.179
20.	Cincinnati	5.167

QIPS credits/recruiter

1.	SERRC	21.413
2.	SWRRC	15.688
3.	NERRC	14.628
4.	WRRC	13.801
5.	MWRRC	12.762
	Command	15.250

Top 20 DRCs*

1.	San Juan	31.277
2.	Montgomery	29.231
3.	Raleigh	28.314
4.	Jackson	26.421
5.	Miami	24.175
6.	Jacksonville	24.000
7.	Columbia	21.324
8.	Richmond	21.227
9.	Atlanta	20.667
10.	Phoenix	19.132
11.	Honolulu	18.741
12.	Albuquerque	17.714
13.	Charlotte	17.253
14.	Long Island	17.200
15.	Oklahoma City	17.000
16.	New Haven	16.400
17.	Lansing	16.195
18.	Concord	16.138
19.	Cincinnati	16.085
20.	Nashville	15.873

*Only those DRC that accomplished their quantitative objective each week during the reception-station month starting on 4 May and ending on 31 May were eligible for consideration.

Rankings based on preliminary information received from regions. Does not include bonus credits.

Finding the men to fight the 'War Between the States'

Yankees

By SFC LEN BRECKLER
Associate Editor, R&CCJ

There was shooting at Bunker Hill and all the Continental Congress could do about manpower was "recommend" the colonies provide able-bodied men to form themselves into companies of militia. The American Revolution succeeded in spite of this.

About 3500 British soldiers paraded into the national capital and sacked the White House, but Daniel Webster still felt that compulsory service wasn't compatible with the character of a free government. There was no national draft for the War of 1812, either.

In May, 1847, General Zachary Taylor was halfway between Vera Cruz and Mexico City, when he had to send home about 3700 men because their one year enlistments were up. These volunteers constituted about a third of his force and he had to wait for replacements before continuing the campaign.

Early 1861 war plans called for the Union Army to be raised slightly in strength, to about 25,000, to take care of the problem in the South. As it turned out, that plan for using only 25,000 men was not even one-tenth of the number that would utlimately be needed.

It would take the Union army nearly two years before it could be assured of having the manpower necessary to wage war.

Shots were fired at Fort Sumter in April, 1861, and it was three months later when the government called for 75,000 militiamen to serve three-month terms. Before they could complete training, they would see the expiration of their terms of service.

By late summer, Congress produced an act authorizing volunteers in "such numbers as the exigencies of public service" may require; in another act it authorized the President to use land and naval forces to suppress the rebellion. They were still relying on volunteers.

In December, 1861, General McClellan ordered a reorganization of the recruiting service and established depots where volunteers would be accepted, equipped and trained. The Secretary of War soon nullified this approach by closing the depots as Congress watched and waited. Three months later, the Union army reestablished its recruiting organization, but this time Congress responded by authorizing the President to "provide for enrolling the militia" and "filling up the regiments of infantry" with volunteers for nine or 12 months.

On August 4, 1862, President Lincoln ordered the War Department to issue orders to state governors calling for a draft of 300,000 men. Lincoln's authority was an executive interpretation of the phrase, "all necessary rules and regulations" appearing in the Act of July 17, 1862; the idea was that it might make a temporarily effective draft law. Organized resistance appeared everywhere and postponements were either requested or decreed by many states.

On January 28, 1863, the first version of the Enrollment Act of 1863 was introduced in the Senate by Henry Wilson, also of Massachusetts. According to its sponsor, "The needs of the nation demand that we should rely not upon volunteering but . . . enrolling and drafting the population of the country under constitutional authority to raise and support armies." At least this power could be exercised from Congress, not begged from state governments.

This act was good until it got to the part where substitutions and commutations were authorized. If a draftee could produce a substitute, he was free; likewise, the law guaranteed the Government would produce a substitute for a price of $300. The law also authorized bounties for reenlistment of volunteers already in

An 1860's version of today's Army recruiting station.

the service but killed all other bounties previously offered for enlistment.

Amendments to the Enrollment Act were passed in 1864 and 1865 but the provisions for a draftee to buy his way out remained in existence.

An analysis of the administrative effectiveness of the enrollment law was made after the war by Brevet Brigadier General James Oakes who administered these laws in Illinois as assistant provost marshal general. Oakes reported, "If the government has a right to the military services of its citizens in times of public peril . . . it has a right to secure these services in the simplest, cheapest and most direct manner. . . . Let it be enacted that any person drafted and accepted be compelled to serve personally."

General Oakes continued, "I would also recommend that, in case operations should ever be resumed, the account of the government should be kept with states only . . . and the management of all details of the draft for each state be intrusted to the . . . officials in the state.

"Let the government ascertain the number of men required to be raised, and apportion the same among the respective states, as quotas. . .," General Oakes wrote. "All enlistments should have been, from first to last, for three years or the (duration of the) war."

Even with its great faults, Civil War conscription established the principal of the central government's right and power to command the personal service of its citizens in its defense.

Rebels

By KAY FROHLICH
Montgomery DRC

"As soon as Jeff Davis leads us to Washington, this war will be over!"

With this cry, Southern men rushed to join the Army of the Confederate States of America. Unfortunately, their enthusiasm did not last as long as the war.

When secession appeared imminent, Confederate governors activated militia groups in their states for 90 days. These troops were sent to federal reservations to "hold them in trust." If the states voted not to secede, the reservations would be handed back to the federal troops. The Southerners simply did not want to be disturbed while the state delegates convened.

After the states had seceded and Jefferson Davis was elected President of the CSA, Southern leaders began to face the problems of creating an Army in the face of the enemy. The doctrine of states' rights was one of the strongest principles behind the South's secession. The new government, therefore, had to develop a centralized Army without stepping on the rights of any state. Volunteers in these first months were numerous, but they only enlisted for a few months. After all, the war couldn't last long!

In March, one month after Alabama's secession, an act was passed by the Provisional Congress authorizing the President to call for as many as 100,000 volunteers to serve for 12 months. The 90-day groups were disbanded, but most of them reenlisted and formed their own regiments. This bill took away each state's right to prevent volunteering, but the various governors were allowed to appoint the officers of their volunteer troops.

The fall of Ft. Sumter created an even deeper feeling among Southerners. Lincoln's call for 75,000 volunteers, his projects to increase the strength of the Federal Army and Navy, and his blockade policy caused even those who had opposed secession to believe Lincoln was trying to make an "unholy crusade" of the South and Southern institutions.

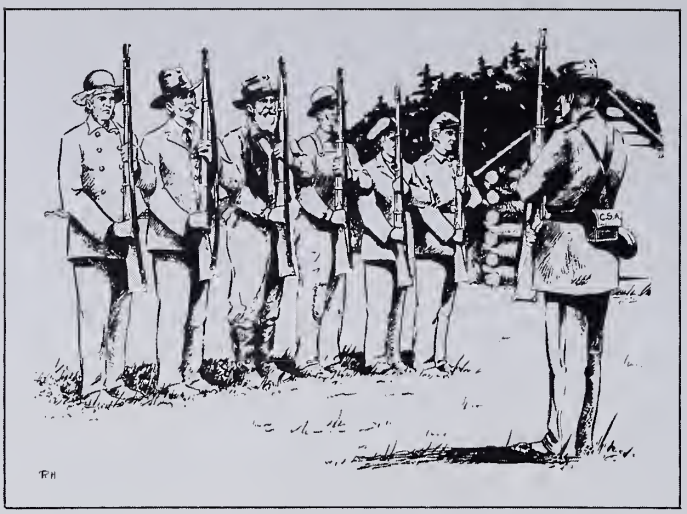
Recruiting during this stage of the war was no problem. All requisitions to the states were filled promptly; the governors often had more men at their disposal than were needed. The principle of short enlistments was abandoned and men volunteered for the duration.

In August, 1861, another Confederate act of recruitment was passed in answer to the war preparations by the federal government. This new act empowered the President to accept up to 400,000 volunteers and stated that a man could volunteer for not less than 12 months nor more than three years. This changed the principle of enlisting for the duration.

The war dragged on and the streets of Washington seemed no closer to the embattled Confederate soldiers. They had discovered that the rigors of training and battle were realities, not just something they had dreamed of as boys. Many of the men had left their homes hurriedly, thinking the war would last only a month or so. Their home affairs were in complete disarray.

The governing body was aware of these problems. The men who had originally enlisted for twelve months were soon to be released. Whole regiments had enlisted together, and many of them could leave the Army after the first of the year.

To avoid a mass exodus of personnel, the Provisional Congress met in December, 1861, and drew up an act which authorized reenlistment bonuses. If a man agreed to reenlist for two or three years, or for the duration, he would receive a $50 bounty and a 60-day furlough, with transportation provided to and from his home. Reenlistment also gave men the right to reorganize themselves into companies, battalions, and regiments, and they could elect their own officers. The bounty inducement was soon extended to include all state troops who enlisted in the Confederate Army and to all volunteers who enlisted for three years or the duration.



Making "gentlemen" into "gentlemen soldiers."

A week after the reenlistment act was passed, the Provisional Congress passed a recruiting act which authorized the Secretary of War to detail commissioned officers to recruit for their companies.

The Provisional Congress also passed several acts during January and February, 1862, which touched on the recruiting problem. Bounties were offered to all volunteers. Men who enlisted were allowed to serve with troops from their own state and to elect their officers. One act authorized President Davis to appoint and commission field officers or captains to raise regiments, squadrons, battalions or companies. Everything except compulsion was tried. In mid-February it was decided that each volunteer or recruit should receive a bounty as soon as a surgeon pronounced him fit for military service.

Although it seems that nothing could have been accomplished by this reorganized, unorganized Army, the Confederate troops gave good accounts of themselves at Bethel, Bull Run, Springfield, Lexington, Leesburg and Belmont. These victories were instrumental in keeping spirits high in the South.

But it had been a long year. Many men took advantage of their reenlistments to "retire." Many went home on furlough to straighten out their long-neglected family affairs, and a few of these had no plans to return to battle unless forced. Some simply felt they had done their duty and now it was someone else's turn.

As these attitudes began to spread, the flow of volunteers slowed considerably. Attrition in battle, added to the other factors, resulted in a sharp depletion of troops. There seemed to be only one way to bring Confederate companies up to full strength again: the Conscription of 1863.

Under the Conscription Act, all white, able-bodied men between the ages of 18 and 45 were compelled to join the Army, unless they were exempt. This should have refilled the holes in the Confederate Army, but the exemptions were too broad. Teachers with more than 20 pupils, for example, were exempt because there was a shortage of teachers in the South. Soon, there were more teachers than there were classrooms. The act was well-meaning; the government wanted to exempt those people who were needed to keep the society running smoothly. Many people in exempt fields volunteered to join the Army anyway.

A few aspects of the Conscription Act came to be bitterly resented by those who had to fight. A white man who owned at least 20 slaves, for example, was exempt. The government felt this was necessary to keep the South's agricultural community productive. A man was also allowed to hire someone to fight in his place. Exemptions of this type caused some people to refer to the battle as "a rich man's war and a poor man's fight." The Conscription Act was later amended to include even more exemptions, including newspaper editors and their printers.

The enrollment (conscription) officers and the recruiting officers did not see eye to eye in performance of their duties. Enrollment duty was an onerous one for military men, and it was made worse by generals or majors trying to replenish their companies. Recruiting officers would often enlist a man who had already enrolled and been ordered to conscription camp. This, in the enrollment officers' opinion, was a flagrant violation of their duties. Enrollment officers were instructed that recruiters had no right to grant 30 and 60-day furloughs to men, as they had been doing, and that these men on furlough should be seized and retained until guards could take them to camp.

Recruiters placed notices in newspapers throughout the war. After the Conscription Act was passed, they began to urge men to volunteer before being conscripted so they could serve close to home and receive all the benefits offered a volunteer. A few recruiters advertised for "men under 18 and over 45, or others not subject to conscription."

The best recruiters in the South were men who built their own regiments. One top recruiter filled four regiments and then led them successfully into battle. This recruiter, along with several other Southern soldiers, had prior experience on the battlefield from the Indian and Mexican wars, and these were the men who provided the best leadership in the Civil War.

The Army of the Confederate States of America was obviously not the most organized. During the first half of the war, however, what it lacked in polish it made up for in enthusiasm. While they were winning, the Confederates were fired up by the cause of states' rights.

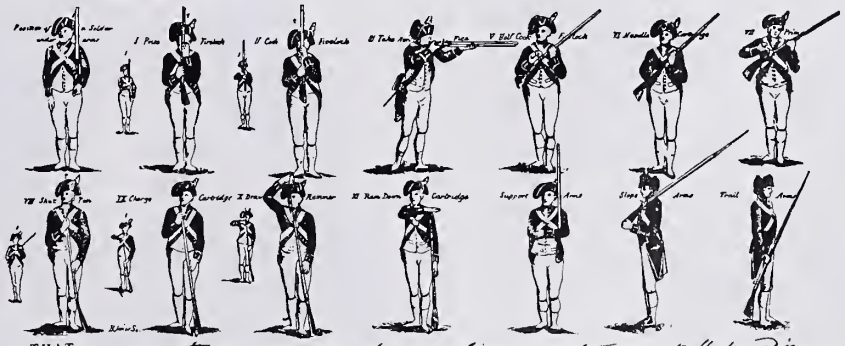
One of their biggest problems was that a centralized Army and a strong states' rights policy do not mix any better than oil and water. And to win a war, a strong centralized Army is necessary.

Army advertising

Then . . .

TO ALL BRAVE, HEALTHY, ABLE BODIED, AND WELL DISPOSED YOUNG MEN.
IN THIS NEIGHBOURHOOD, WHO HAVE ANY INCLINATION TO JOIN THE TROOPS, NOW RAISING UNDER
GENERAL WASHINGTON,
FOR THE DEFENCE OF THE
LIBERTIES AND INDEPENDENCE
OF THE UNITED STATES,
Against the hostile designs of foreign enemies,

TAKE NOTICE,



THAT Tuesday, Wednesday Thursday Friday and Saturday at Sholwood in Middlesex County Recruiting with his music and recruiting party of [illegible] company in [illegible] Battalion of the 11th regiment of infantry, commanded by Lieutenant Colonel Aaron Ogden, for the purpose of receiving the enrollment of such youth of SPIRIT, as may be willing to enter into this HONOURABLE service.

county, attendance will be given by

The ENCOURAGEMENT at this time, to enlist, is truly liberal and generous, namely, a bounty of TWELVE dollars, an annual and fully sufficient supply of good and handsome clothing, a daily allowance of a large and ample ration of provisions, together with SIXTY dollars a year in GOLD and SILVER money on account of pay, the whole of which the soldier may lay up for himself and friends, as all articles proper for his subsistance and comfort are provided by law, without any expence to him.

Those who may favour this recruiting party with their attendance as above, will have an opportunity of hearing and seeing in a more particular manner, the great advantages which these brave men will have, who shall embrace this opportunity of spending a few happy years in viewing the different parts of this beautiful continent, in the honourable and truly respectable character of a soldier, after which, he may, if he pleases return home to his friends, with his pockets FULL of money and his head COVERED with laurels.

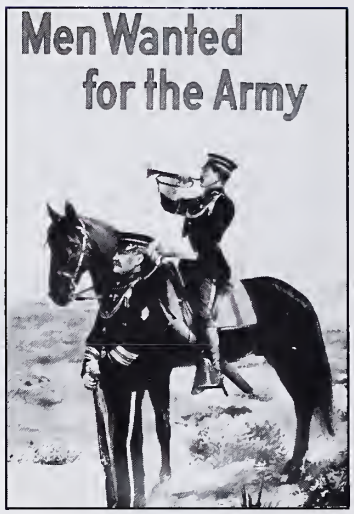
GOD SAVE THE UNITED STATES

© BY MARTIN ROWELL, 1956

. . . and

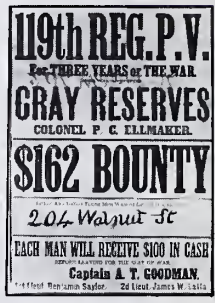
COLUMBIA CALLS
ENLIST NOW FOR U.S.
RECRUITING STATION

I WANT YOU
FOR U.S. ARMY
NEAREST RECRUITING STATION


Men Wanted
for the Army

SEEN THE GLORY
WOMEN'S ARMY CORPS

ARMY NURSE CORPS


119th REG. P.V.
For THREE YEARS or THE WAR
GRAY RESERVES
COLONEL P. C. ELLMAKER.
$162 BOUNTY
204 Walnut St
EACH MAN WILL RECEIVE $100 IN CASH
Captain A. T. GOODMAN.

Die Wacht am Rhein
(The Watch on the Rhine)

REGIMENT ORDERED SOUTH!
National Guards
COL. P. LYLE.
RECRUITS WANTED!
AT THE ARMORY.
RACE STREET, BELOW SIXTH

now

The FY 1976 advertising program is well represented by this ad featuring a totally believable portrayal, in the person of 1SG Ronald Raymond, of a concerned NCO who has the best interests of his recruits in mind.

The ad conveys one of the important intangible benefits available in the Army — leadership. In a very real sense, the emotions and direction of this advertising lead the way for the advertising that will appear in FY 1977.

In the ad, SGT Raymond is an NCO who expresses his thoughts about what he does and how he feels about working with young people who enter the Army.

The success of this approach is proven by the extremely high response rate from both prospects and influencers who read the ad. It has proven to be the most efficient ad in terms of cost per inquiry during FY 1976.

"I believe everybody has an obligation to serve their country in some way. If they choose the Army, it's guys like me who help them fulfill that obligation."

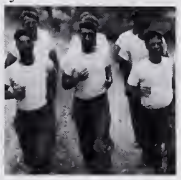
1st Sgt Ronald Raymond, 2d Armored Division, Fort Hood, Texas

"No matter where you go, you've got to work. If you're on a farm, and you don't milk the cows or cut the hay, you don't get paid. Well, in the Army they pay you to grow up."

Sergeant Raymond has trained a lot of soldiers. He knows how they get to be good ones.

"A guy comes into the Army, he's got to mature or be matured. Most people eighteen or nineteen are still searching. They're not sure what they want to do with their lives - except be on their own. The Army's where you cut yourself off from a lot of things you were before. You get responsibilities. You get an education. And the chance to put it all on the line. That chance is important."

If you enlist in the Army, you'll be getting a good job for good pay, the opportunity to travel and to further your education. You'll work for people who want you to do something meaningful for your country - and yourself.



"The things you get here, they just don't leave you when you leave the Army."

Join the people who've joined the Army.

For more information about all the opportunities for young people in today's Army, write to Army Opportunities, P.O. Box 5510, Dept. 6AF, Philadelphia, PA 19143. Or call 800-523-5000 toll free. In Pa., call 800-362-5696.

SPOTLITE

200 years ago

By L.D. WILLIAMS
Chicago DRC

They say that Today's Army is new, bright, with fresh ideas and greater opportunities than ever before. But there's still a lot of old-fashioned tradition and pride within its ranks.

In this Bicentennial year, there are few who can trace their ancestry to the Revolutionary War era as well as Sergeant First Class Norton A. Newcomb of the Berwyn, Ill., recruiting station.

Tracking the family history through about a dozen generations, SFC Newcomb says that passenger lists still on file in Chancery Lane, England, show that Francis and Rachel Newcomb landed in Boston on the "Planter" in 1635. It was their great grandson, Thomas Newcomb, born in 1730, who committed himself and his family to the revolutionary cause and the beginnings of the Continental Army.

Initially, Thomas Newcomb was aligned with John Adams on several grievance committees protesting colonial government oppression. When news of the Lexington skirmish of April 19, 1775, reached the Newcomb home at Braintree, Mass., he left with his son Bryant, then just 14, to join the Continentals.

Young Bryant joined a small force that was to harrass British ships bringing supplies to its army. He was captured and imprisoned in England for six years before French authorities arranged for his release.

In the meantime, Thomas Newcomb, according to documented records, served in "S. Turner's Infantry Company" in 1776-77 as a lieutenant, then in "Marshall's Regiment" where he was promoted to Captain of Company by Paul Revere in "Captain Eaton's Regiment".

By 1779 he had become the Captain of 2nd Company of Artillery at Hull. In 1780 he served in "E. Thayer's Regiment" at West Point under Major General William Heath, then joined the "John Webb Regiment" at Peekshill, N.Y. as Captain of Infantry in 1781.

Succeeding generations of Newcombs have since found themselves in uniform every time the nation was engaged in armed conflict.

Most of the research involved in discovering the Revolutionary War heroics of the Newcombs was done by SFC Newcomb's father, Norton Sr. At a family reunion in Boston last year, he reviewed the array of antiques and documents dating to pre-Revolutionary days, including a specially engraved silver coffee urn given to Captain Newcomb by Paul Revere. Spurred by the high interest in the country's Bicentennial, there was extra attention given to the Newcomb clan gathering.

SFC Newcomb lives with his wife and 1-1/2-year old son, Micah (named after an ancestor, of course) in Palos Heights. Whenever he has the time, he still travels to his father's home at Lebanon, Ill., to check out the family's uniforms, muskets and other artifacts used to help carve out American freedom in Massachusetts almost 200 years ago . . . by other Newcombs.

"As soon as a man Enlists, Scour him up, Shave his face, put a new suit of Cloaths on him, powder his head and make gentlemen of them, as soon as they become Soldiers, it would make a great inducement for their Enlisting. . . ."
Col. John Gunby to Col. Uriah Forrest—1780

If only it were that easy today

By R. E. CHRISTIANSON
Editor, R&CCJ

Strength

Keeping track of the size of the US Army in its 200+ years of existence is like being a judge at a yo-yo contest: always up and down.

General Washington shouldn't have had much trouble. In 1775, there were about 2.5 million males in the colonies, but problems developed because:

- One in five of those males were black and therefore not generally acceptable for service.
- Many people remained loyal to the Crown.
- Some just chose to ignore the whole bloody mess.
- There were people who objected out of conscience.
- Some were the proverbial innocent bystanders; they didn't want to get involved.

So Washington had an army of about 14,500 colonists in June, 1775. Best estimates are that 250,000 colonists managed to carry a musket at some time during the war years.

The first downstroke of the yo-yo came between the Revolution and the War of 1812. After defeating the Redcoats, the Army was demobilized and Americans went back to their farms and shops. This left a grand total of 672 people in the Army, about half of what Congress authorized.

In 1798, as relations with England worsened again, the President was authorized an Army of 10,000 men but there were only 3429 men serving in 1800.

When war was declared in 1812, authorized strength was increased to 58,000 men; only five to six thousand were available and in some state of readiness. Within a year, 19,000 men had been brought into the service. Altogether, about half a million men eventually saw service in that war.

When the war was over, it was time for the downstroke of the yo-yo again — down to an authorized 10,000 men with about 8000 actually in uniform.

Between the months of April and May of 1846, paper strength of the Army increased six times, but as in the past, actual strength lagged behind.

On the day that South Carolina passed its ordinance of secession, 16,000 men were serving in the Union Army. During the course of the war, the Union Army mushroomed: in January, 1862, it numbered over half a million; a year later it reached 918,000; in March, 1865, it exceeded 980,000; and by May of 1865, it climbed over the one million mark.

Historians have estimated the North's manpower pool at about 4.5 million men with over 2.2 million having served the Union Army at one time or another during the conflict. On the South's side, almost one million are supposed to have fought for the Confederacy.

By 1867, the million man Union Army was reduced to 54,000, with fully one-third of those men stationed in the South. By the time of our nation's Centennial, the Army's strength was down again to 25,000.

Between 1876 and 1902, the US Army maintained a very low strength profile except during the Spanish American War when about 280,000 men served.

Between 1902 and 1911, the Army strength averaged 66,000 men. While official note was taken of the formation of the Aeronautical Division of the Signal Corps on August 1, 1907, it's doubtful that anyone then foresaw from that beginning would come a new branch of service, the United States Air Force.

To most people on April 1, 1917, airplanes were still novelties and playthings, but pilots (and a few planes) made up part of the Army's strength of 213,500 as the United States was preparing to join "The War to End all Wars" as it was called. Later it was The World War, and even later, World War I.

When that war ended, there were 3.6 million men in uniform. In all, more than four million men took part.

Congress authorized a resumption of enlistments in February, 1919, and actual strength of the regular Army from 1922 to 1926 was about 125,000 enlisted men.

The first peace-time conscription law was enacted in September, 1940 and over 900,000 were drafted in the first 13 months. Between 1941 and 1946, 10.4 million men wore Army uniforms. Peak strength was 8.3 million men at one time.

The Korean War and the Vietnamese War each saw peak strengths in the millions, but not to the extent of World War I or II.

The yo-yo effect in military strength has continued for over 200 years, and the US Army will probably see it happen again should the need arise.

Prerequisites

If he knew the front end of a musket from the other end, and if he was big enough to heft that same musket, he was qualified to join the people who joined the Continentals.

Army recruiting through history was not always worried about Cat. IV prospects, weekly objectives and getting the right man into the right job at the right time.

Getting into the Army in "the old days" wasn't difficult at all, but there were a few standards. In 1776, General Washington ordered that no boys, old men or deserters would be accepted. John Adams would have preferred to have added that "quality" was important. He contended that a regiment might be enlisted from New England "of the meanest, idlest, most intemperate and worthless." But that was not what America needed. Adams argued that America "must have tradesmen's sons and farmers' sons, or we should be without defence. . . ."

In state militia at that time, the basic requirements were that a prospect be male, between 16 and 60, provide his own musket and powder, flints and bullets, and that he provide his own uniform, for which he **might** be reimbursed.

By 1812, standards were up so that recruiting officers were told not to accept anyone "who has sore legs, scurvy, scald head, ruptures or other infirmities . . . (and) no objection is to be made to a recruit for want of size, provided he be strong, active, well-made and healthy." Enlistment terms varied but were finally set at five years.

In the Mexican War, enlistment terms went from one to five years or for the duration, at the soldier's option. Enlistees for the cavalry were required to furnish their own mounts and equipment, but they got a few cents a day extra.

Enlistment standards at the beginning of the Civil War were "Any free, white male person above the age of eighteen and under thirty-five years, being at least five feet three inches high, effective, able-bodied, sober, free from disease, of good character and habits, and with a competent knowledge of the English language. . . . No man having a wife or child shall be enlisted in time of peace without special authority. . . ."

As the Civil War dragged on, blacks were authorized for labor crews and, in 1864, Congress included them in the draft.

During the 1870s and 1880s, the ability to read, write and understand English became a requirement for enlistment. The Spanish-American War brought in "able-bodied male citizens of the US between the ages of 18 and 45 for two year terms of enlistment."

The 20th century brought improvements to warfare in the form of vehicles, tanks and other weapons which required more than foot-soldier expertise and horsemanship. Sophisticated (at least for that time) mental testing was conducted so as to identify the top four to five percent of World War I draftees as possible candidates for officer training.

Although it was still a long way in the future, the historical basis for such things as ASVAB, MET and SPEAR was laid.

Makes you wonder if the "good old days" really were.

Pay

Washington's army was the highest paid of any army to that time. Even at that privates received but $6.67 a month. At the same time members of the Massachusetts militia received $36 per month. Is it any wonder that Washington had a hard time recruiting his Continentals?

By the start of the Civil War, the pay of a private had sky-rocketed to $11 with a later increase to $16 a month. Pay increases were considered necessary to bring military pay into a more equitable relationship with steadily increasing civilian wages. But in fact, pay decreased in value because of runaway inflation. Union second lieutenants were authorized $105.50 while brigadier generals were paid $457.

Confederate pay was comparable. Privates received $11, but this was increased to $18 in 1864. Brigadier generals were entitled to only $301; however, officer promotion policies were much more liberal in the Southern army.

As with the Continental Army, paydays for both the Union and Confederate armies tended to be far apart. Money was **supposed** to be forthcoming every two months, but troopers were lucky if their ships came in every four months.

The passage of 50 years brought the salary of an Army private to $15 per month. The highest EM's salary was that of master electrician — $75 a month. Second lieutenants were bringing down $141.67 and brigadier generals, $500 per month. The salvation of the enlisted man came if he was a good shot. An "expert" rating would bring in an extra $5 a month.

Prior to World War II the basic pay system was changed, taking into account years of service. Under the new system, an enlisted man in grade 7 received $50 a month. Grade 1 personnel were paid $138. Officers were also receiving more in the early '40s: a captain with seven years' service got $200 a month while lieutenant colonels with 20 were entitled to $292.

The Korean War brought the average E-1 $83.20 every month and the E-5 with more than four years $160.52. A first lieutenant with more than four years received $289 a month and a major with more than 14 made $459.42 a month.

In 1976, an E4 with over two years of service is making 12 cents less than that major, $459.30.

Benefits

"What's in it for me?" How many times have prospects asked you that question? And they weren't the first to ask it. They asked it of Washington; they asked it of Lee and Grant. The real difference rests in the answers given. Those distinguished gentlemen didn't have much to offer.

For instance, an enlistee in the Continental Army was expected to provide the basic tool of his trade — his musket. As an inducement, however, Congress offered enlistees a suit of clothes (or $20 if they provided their own) and a blanket.

In 1861 volunteers were expected to furnish their own clothing and, if cavalry, their own horse and equipage. A clothing allowance of $3.50 was authorized. Arms were to be provided by the home states.

Under the militia system with which Washington worked, one extremely attractive offer was that of being able to select the regiment from the state in which you desired to serve: a sort of 19th century Unit of Choice option.

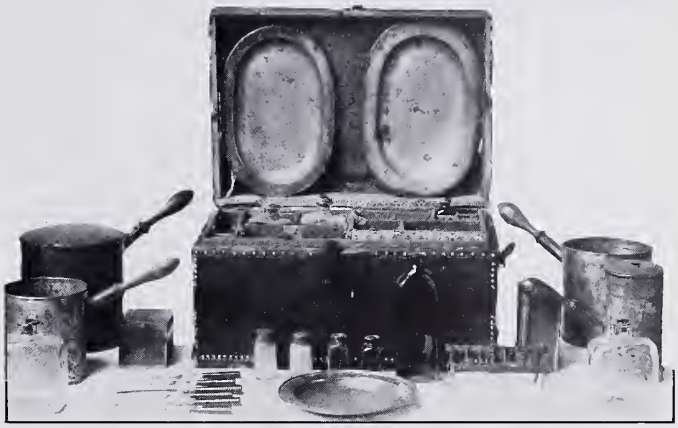
In 1818 another benefit — albeit after the fact — was added to the growing list of freebies. Pension legislation passed through Congress making privates who had served at least nine consecutive months in the Revolutionary War eligible for payments of $8 a month. Refinements on this pension eventually made privates from the Continental Army who had served to the close of the war eligible for full pay.

For veterans of the Mexican War, disability pensions were made available, and two of the primary enlistment selling points of the Centennial Army were "get a pension" (sometimes recruits were unaware that this was collectable only after 30 years) and "see things as a soldier" (whatever that meant).

Rations could be considered a "benny" of sorts. In 1776 one ration included such gourmet delicacies as one pound of beef (or equivalent of pork or salt fish) per day, one pound of bread or flour per day, three pints of beans or peas per week, one pint of milk per day and one quart of spruce beer or cider per day. Somewhere in the next few years whiskey got added to the list because in 1799 the whiskey allowance was reduced to a half gill daily, issue of which was no longer mandatory but discretionary with commanding officers.

As far as food is concerned anyway, things hadn't changed much when the Civil War was getting started. Rations consisted of one 16 oz. biscuit, 1-1/2 pounds of meat, and portions of beans, rice or hominy, sugar, vinegar and salt.

But more important than any of these inducements, bounties were the prime motivators up through the Civil War. At the outset of the Revolution, Congress offered $6.66 to enlistees who came in with good firearms, bayonets and other accouterments; $4 were offered to those who brought only themselves. To compete with the states, which were offering much larger sums for their militias, the bounty was soon raised to $10 and eventually went as high as $200. Even at that it was tough to compete with states like New Jersey which, ultimately, offered $1000.



An officer's mess kit from the Revolutionary War period; just one of many bennies.

The real bidding wars took place in the Civil War. In the South of 1861 $10 was the going offer; by 1862 it had risen to $50. That was just the beginning. In the North in 1863 the offer was $400 for 5 year enlistees. When the war reached its peak, bounties of up to $1500 were being offered.

For the first one hundred years of our nation's (and our Army's) history, free land went hand-in-hand with bounties. The Continental Congress offered 100 acres of land (no matter that the states owned it) to those who agreed to serve "during the war." By 1779 the states were also giving away land (**they** had it to give). New Jersey offered land, clothing and money. Virginia offered $750, clothing and 100 acres to those who would serve the duration.

The practice was resumed during the War of 1812. For a five year enlistment 120 acres of land was offered; then it rose to 160 acres and finally 320 acres of land.

Those who served in the war with Mexico were also given land. For 12 months or more of service, 160 acres of land were offered. Forty acres went to those men who had served less than 12 months. In each case the service had to be in the war zone.

Probably the most interesting and, certainly for those involved, the most appealing inducement was that enlistment in the Continental Army automatically exempted them from arrest for debts under $35.

Thanks go to COL William Strobridge, Mr. Finke of the Historical Services Division, Center of Military History and Mr. Chambers of the Army Historian's Office for their assistance in the preparation of this article and several others in this month's issue.

UPDATE

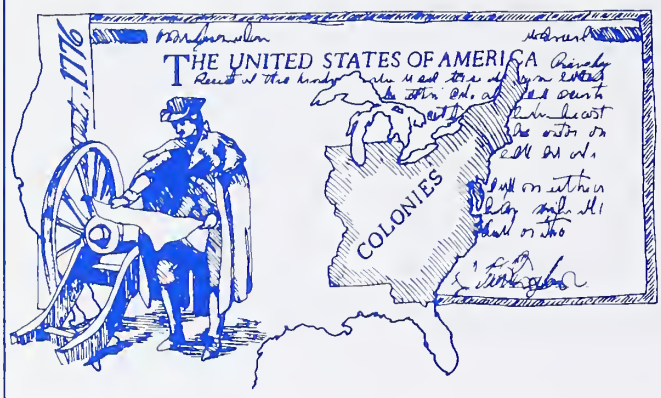
PSA Spots

"Real People" sounds are on the way. You can expect to see and hear these six new NPS :30 and :60 PSA spots in early August. Each spot is designed to tell a single message through the actual words of soldiers experiencing one of the Army's benefits such as education or an important job/skill area.

The spots will be distributed through direct distribution to a thousand radio stations throughout the nation. Regions and DRCs will be supplied with additional copies to meet their local station needs.

Savings Bonds

They Financed Freedom For You



The Continental Congress of 1776 had no power to tax. America was going broke. Low on bullets and beans, the revolution was almost out of steam. But Americans took stock in their new country to the tune of $27 million. They financed freedom. Gaining freedom was expensive. Keeping it costs even more. So sign up with your Payroll Savings Plan. You save more than money.

CHAMPUS Deductible

CHAMPUS beneficiaries will have three extra months this year before they must again satisfy the program's annual outpatient deductible.

DoD announced that outpatient deductible certificates issued for FY 76 will be valid through Sept. 30, 1976. During previous years, these certificates expired on June 30.

This one-time extension results from the Government's realignment of the fiscal year.

Outpatient deductible is the initial amount a beneficiary must pay each fiscal year before CHAMPUS assistance is available for outpatient expenses. For an individual, the deductible is the first $50 of authorized charges in a fiscal year. A family group of two or more is not required to pay collectively more than the first $100 of authorized outpatient charges in a fiscal year.

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" X 14").

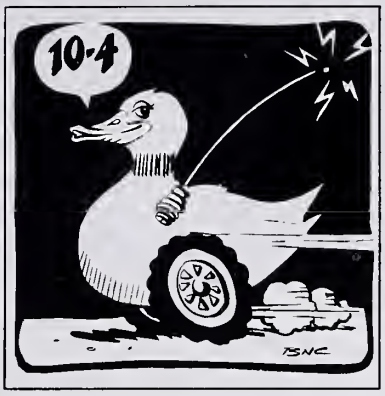
RPI 300 Booklet. If there's a question, you'll have the answer.
RPI 301 Folder, Army Service School Reenlistment Option.
RPI 302 Folder, Your Career Decision
RPI 303 Folder, How to tell your friends you're reenlisting.
RPI 305 Poster, The Army's been good to this Army wife. (small)
RPI 306 Poster, When you're doing something of value, you value yourself more. (small)
RPI 307 Poster, Since I've been in the Army, the longest I've sat still is for this photograph. (small)
RPI 308 Folder, Why are you staying in?
RPI 311 Poster, I want a job with excitement and intrigue. (small)
RPI 312 Folder, I want a job with excitement and intrigue.
RPI 313 Poster, I like going to school and getting paid for it. (small)
RPI 317 Poster, Now I'll be working near home. (small)
RPI 319 Poster, I'd like to live in Europe. Not just visit. (small)
RPI 325 Poster, $8,000 is $8,000.
RPI 331 Poster, Music is where I want to be. (small)
RPI 332 Folder, Music is where I want to be.
RPI 334 Poster, How to tell your friends you're reenlisting.
RPI 349 Decal. We serve proudly
RPI 356 Label. Career Counseling 3-1/2"
RPI 357 Label, Career Counseling 9"
RPI 358 Label, Career Counseling 1"
RPI 366 Booklet, Take a look at all the things you've been taking for granted.
RPI 373 Booklet, Spouses Prestige Brochure.
RPI 921 Poster, Start college while you're serving.
RPI 951 Decal, Yesterday, Today, Tomorrow. The United States Army. (flag)

Please note that the above listed **reenlistment** RPIs are the only **reenlistment** RPIs presently available for requisitioning.

On Buying CB

Citizens band radio equipment has become one of the fastest-selling items in the electronics market with an estimated 11 million CB transmitters now in operation. Sales by the end of 1976 are expected to hit the billion dollar mark.

If you're about to take the plunge and join the Rubber Duck's CB world, consider these points:



- Decide on the type of set that meets your needs as to range and the number of channels. Sets ranging from $140 to $180 are generally the most economical for beginners because if you're dissatisfied, they have good resale value.
- Check warranties to find out what parts are guaranteed and for how long. Compare.
- Equip your unit with removable mounts or a detachable antenna. CBs are a target for theft and a CB antenna marks your transmitter for a "hit."

If you're looking for a used CB set, consider:

- Before you buy a set, take it to a local service center and have it checked by a technician.

After you have your set:

- Register with the Federal Communications Commission and get a CB license. The FCC fee for a license is $4 and the FCC has been known to crack down on those people not having the license.
- While waiting for your license, fill out an FCC Form 555-B which is available at most CB retail outlet stores. For 60 days, this form is a temporary license. To devise your call sign, use the letter "K" followed by your first and last initials, plus your ZIP code. For example, John Doe, with a ZIP code of 20554 would use the call sign KJD 20554.
- Spend $5.35 for a copy of the FCC's CB regulations from the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. Ask for USC Title 47, Part 95.

10-4 Rubber Duck, this is KSA 7601 on the side.

RPIs

USAREC is in the process of updating RPI 212, "Prospect Book," with an anticipated distribution in FY 7TQ. Included in the updating will be a section devoted to the career management fields. This addition has been made to answer requests for additional handout material covering the career management fields.

In oldtime show biz there was a gimmick which featured a series of signs. The first one was usually small and said, "It's coming." Each day the sign got larger and larger. Tension began to build. The last sign said, "It's gone." However, RPI 950 is not only coming, it's going to stay. Look for it in your mail early in August. It's your handy-dandy guide to becoming a public/community relations genius for fun and profit.

Visiting Washington

Military personnel planning to travel to Washington, D.C. and the surrounding area this summer to review records or on other matters are advised to make hotel/motel reservations well in advance.

Advance planning is particularly important since records will not always be available due to the many boards scheduled to meet. In addition, area Bicentennial activities are expected to attract a large influx of visitors.

The Soldiers, Sailors, Marines and Airmen's Club expects to have vacancies, but they caution it may be wise to call ahead (AC 202 234-0141). Located at 11th and L Streets N.W., the club is operated exclusively for military personnel and it offers accommodations for as little as $3.50 a night. (TNS)

Hidden Costs

How many dollars are spent on indirect or hidden expenses for every dollar USAREC expends directly for a preventable vehicle accident? There are many theories, and one of them is that for each dollar spent on repairs, four additional dollars are tied up in reporting, delays, missed appointments and claims made by other parties for injuries.

Case in point: a few months back, a recruiter was involved in a two-car mishap resulting in $200 in damage to the recruiting vehicle. It wasn't a high speed collision — each vehicle was going less than 5 mph. The military driver was entering a street from a parking lot. He was pulling out slowly and observing oncoming traffic. The traffic in front of him stopped suddenly and he struck another car in the rear; he was 100 percent at fault.

Direct costs for Army and civilian vehicle repairs accounted for $475. A number of weeks after the incident, the people in the civilian vehicle made claims against the government of $13,500 for neck and knee injuries sustained, loss of wages while out of work, and settlement for pain and suffering.

In addition to this, the DRC conducted an accident investigation, accident reports were filed, and the vehicle was out of commission while repairs were made (another $2000). Total indirect or hidden costs were $15,500. The total cost of the accident was 32 times the direct cost of vehicle repairs.

The hidden costs may never come to the recruiter's attention, but nevertheless, they are evident and can be severe.

UPDATE

USAR/ARNG Journals

Over the past 6-9 months, USAR and ARNG units have written to the *R&CC Journal* requesting that they be placed on the distribution list for future issues.

As a matter of course, the staff tries to honor each and every request, but the number of requests and the number of copies desired in each request would have caused budget and contract problems, if fulfilled exactly as requested.

USAREC has contacted the Office, Chief of Army Reserve and the National Guard Bureau for their thoughts on this subject.

So, to those who have requested additional copies of the *R&CC Journal*, we can only say that we haven't forgotten you and your requests.

More Sourcebooks

The response to *Sourcebook* was such that extra copies have been purchased for distribution to recruiters and high school administrators. An additional 123,000 copies have been made available and were broken out based on the mission slice of each RRC, for further distribution.

Through early April, over 15,000 leads have been received through *Sourcebook*, and a number of special projects have been initiated to take advantage of this success.

The center fold-out section is being reprinted as RPI 299. The initial reprint is one million copies and initial distribution will be 100 per recruiter.

Plans are underway to publish a similar magazine during the next school year, and it appears that demand will exceed two million copies.

Smarter SMART

A new USAREC circular is due out this summer aimed at providing station commanders and area commanders improved station market analysis procedures.

The circular on SMART boards incorporates those suggestions that came up at the commanders' conference in New Orleans in December, feedback from recruiters in the field, and proven methods that have resulted in success. Changes include:

- Several changes in the forms to be used;
- Market segments to be compared rather than ranked;
- Additional built-in flexibility for the DRC commanders;
- Optional use of high school indexes;
- Added advertising to the Analysis and Review section;
- Several requirements changed into suggestions.

Hawaii Primary

On Oct. 2 Hawaii will hold primary elections for two senators, two representatives and state/local officials.

DEP Discharges

How should a recruiter respond to a DEP Reservist who asks about a discharge from the DEP? A new publication is out to assist; USAREC Reg 601-50, Delayed Entry Program, dated April 6 but effective on May 1.

The regulation contains policy guidance and procedures which should be followed by people who deal with requests for discharge from the DEP. It provides for delegation of such discharge authority to DRC commanders for most types of requests but retains disapproval authority at HQ USAREC.

The regulation specifies that any DEP Reservist may submit to the DRC commander a request for discharge and that the local recruiting force is required to provide assistance in preparing the request.

Discharges will continue to be granted from the DEP only for cases which are justified and completely documented.

ROTC History

Four South Dakota State University coeds made history when they graduated from that school in Brookings, S.D., on May 1. They were the first women to be commissioned through the Army ROTC program.

The school is the first to commission women ROTC cadets because it had the earliest graduation date among the ten schools which participated in the test program allowing women into the previously male-only Army ROTC program.

General William E. DePuy, TRADOC commander, commissioned the women along with 15 other cadets. He is a 1941 graduate of that school and received his commission through Army ROTC at SDSU.

For The Record

Brothers

Master Sergeant (ret.) John Chop, now living in Clearwater, Fla., brings to us a record and asks if it has ever been equalled or surpassed. According to the *Our Army* clipping he enclosed, entitled "The Army's Champion Recruiter," MSG Chop enlisted three sets of brothers in one month, and each set had five men for a total of "15 qualified men from three families of Washington County, Maryland." The article goes on to say, "But this isn't all . . . between the period of November 1922 and June 1940 (Sergeant Chop) has enlisted a total of 187 sets of brothers ranging from two to five in each set."

The article continues, "If there are any challenges to Sergeant Chop's record *Our Army* will be glad to give them proper space — and award the crown if any one can top this record."

So will the *R&CC Journal*.

British Recruiting in 1776

"Enlist or gaol"

When war broke out with the rebellious colonials in 1776, the British Regular Army had a paper strength of 48,000 men. As the war reached its peak in the early 1780s, the paper strength of that same army had grown to 100,000 men. Reaching that size was no easy task. "Sad work everywhere in recruiting," wrote the adjutant general. "In these damned times, we must exert zeal."

Prior to 1778, when recruiting tactics underwent considerable change, two methods were used to fill out the Army. The first of these was voluntary enlistment. Every man who enlisted for a regiment of foot in His Majesty's army was given one guinea and a half. The enlistment period was for three years or the duration.

The second method of obtaining recruits was by pardoning criminals — upon condition that they enlist. Vagrants, smugglers and other criminals could escape "gaol" (jail) by enlisting.

Physical requirements could hardly be described as stringent: volunteers could not be under 5'6-1/2" tall (unless they were youths who could be expected to grow to that size.) They simply had to attest that they were "free from ruptures, fits and lameness," and a Protestant (if recruited in England).

This proved sufficient for the first three years of the war; however, as the conflict broadened, additional measures proved necessary. In 1778 Parliament passed a press act. Under its provisions volunteers were to receive a bounty of 3 pounds for a hitch of 3 years "unless the nation were at war." Men who were not in good physical condition (whatever that meant) were not to be enlisted. Minimum age of enlistment was 17 and maximum was 45. Men under 5 feet 4 inches tall (without shoes) were ineligible for service.

Finding this act largely unsatisfactory, Parliament tried another press act based on the principle that the Army might be filled out simply by offering more attractive inducements. The bounty was raised from 3 pounds to 3 pounds 3 shillings. At termination of service, veterans were to be exempt from highway duty, from service as parish officers and from further service in the army, navy or militia.

This act (1779) permitted all able-bodied men between the ages of 16 and 50 years to enlist. Sixteen and seventeen year olds could be one inch below the 5'4" minimum height for older men, on the premise that they were still growing boys.

One other provision of the act allowed, in addition to the other profligates already admitted, the impressment of "incorrigible rogues," who were defined as persons "convicted of running away from and leaving their families chargeable upon the parish."

Despite the attractive inducements, the press acts did not prove totally efficient on their own. The army was constantly being beaten out of enlistments by navy press gangs; some of the impressed men deserted; others broke jail; many cut off fingers and thumbs to avoid service. "They were," an indignant officer wrote, "a mighty slippery set of fellows."

According to a contemporary report drawn up by the Secretary of War, the chief accomplishment of the press acts was that they greatly stimulated voluntary enlistments.

Despite the widespread reluctance of Englishmen to come to North America to whip the colonials back in line, once in the colonies the motley bunch proved a stubborn army. Many had come to escape the gallows, some to avoid imprisonment, some for the bounty money, but most, kicking and scratching all the way. Nevertheless, the "royal opposition" fought remarkably well and in the best traditions of the British Army.

Adapted from an article by Edward E. Curtis,* Annual Report of the American Historical Association *(1922).

☆U.S. GOVERNMENT PRINTING OFFICE: 1976-650-519-11

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